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ABSTRACT

This document presents the Texas State Library and Archives Commission Agency Strategic Plan for fiscal years 2003-2007. Contents include an overview outlining the vision, mission, philosophy and goals of the Texas State Government and the Texas State Library and Archives Commission and eight chapters: Overview of Our Agency Scope and Functions; Organizational of Our Agency; Fiscal Aspects; Service Population Demographics and Economic Variables; Technological Developments; Impact of Federal Statutes and Regulations; Other Legal Issues; and Self-Evaluation and Opportunities for Improvement. Appendixes include: the Agency's planning process and timetable; Agency organization chart; five-year projections for outcomes; measure definitions; workforce plan; survey of organizational excellence results; and information resources policies and practices. (AEF)

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Fiscal Years 2003-2007
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Helping Texans Turn Information Into Knowledge

Texas State Library and Archives Commission
Agency Strategic Plan
Fiscal Years 2003-2007

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HELPING TEXANS TURN INFORMATION INTO KNOWLEDGE

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TEXAS STATE GOVERNMENT
VISION, MISSION, AND PHILOSOPHY

From *Planning for Progress: The Statewide Strategic Planning Elements for Texas State Government*
Governor Rick Perry
March, 2002

VISION

Working together, I know we can accomplish our mission and achieve these priority goals for our fellow Texans:

> To assure open access to an educational system that not only guarantees the basic core knowledge necessary for citizenship, but also emphasizes excellence in all academic and intellectual undertakings;
>
> To provide for all of Texas' transportation needs of the new century;
>
> To meet the basic health care needs of all Texans;
>
> To provide economic opportunities for individual Texans and provide an attractive economic climate with which to attract and grow businesses; and
>
> To provide for the safety and security of all within our border.

MISSION

Texas State Government will be limited, efficient, and completely accountable. It will foster opportunity, economic prosperity, and family. The stewards of the public trust will be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials will seek new and innovative ways to meet state government priorities within its financial means.

THE PHILOSOPHY OF TEXAS STATE GOVERNMENT

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise we will promote the following core principles.

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans are best made by those individuals, their families, and the local governments closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. An just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future, and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

Aim high…we are not here to achieve inconsequential things!

TEXAS STATE GOVERNMENT
PRIORITY GOALS AND BENCHMARKS

From *Planning for Progress: The Statewide Strategic Planning Elements for Texas State Government*
Governor Rick Perry
March, 2002

EDUCATION (PUBLIC SCHOOLS):

To ensure that all students in the public education system are at grade level in reading and math by the end of the third grade, continue reading and developing math skills at appropriate grade level through graduation, demonstrate exemplary performance in foundation subjects, and acquire the knowledge and skills needed to be responsible and independent Texans.

BENCHMARKS

Percent of students from third grade forward who are able to read at or above grade level.

Percent of students who achieve continued mastery of the foundation subjects of reading, English language arts, math, social studies, and science.

EDUCATION (HIGHER EDUCATION):

To provide an affordable, accessible, and quality system of higher education that prepares individuals for a changing economy and workforce and that furthers the development and application of knowledge through instruction, research and public service.

BENCHMARKS

Percent of Texans with a bachelor's degree or higher.

Number of Texans who obtain a vocational/technical certificate or associate degree.

HEALTH AND HUMAN SERVICES:

To reduce dependence on public assistance through an efficient and effective system that promotes the health, responsibility, and self-sufficiency of individuals and families.

BENCHMARKS

Percent of people completing vocational rehabilitation services employed.

PUBLIC SAFETY AND CRIMINAL JUSTICE:

To protect Texans from crime by quick and fair enforcement of laws, maintain statewide emergency and disaster preparedness and response, police public highways, and to confine, supervise and rehabilitate offenders.

BENCHMARKS

Percent of Texas communities covered by current emergency and disaster prevention/recovery plans.

Juvenile violent crime arrest rate per 100,000 population.

Adult violent crime arrest rate per 100,000 population.

ECONOMIC DEVELOPMENT:

To foster economic opportunity, job creation, capital investment, and infrastructure development by promoting a favorable business climate, addressing transportation and housing needs, and developing a productive workforce.

BENCHMARKS

Median household income.

Number of new small businesses created.

GENERAL GOVERNMENT:

To support effective, efficient, and accountable state government operations and to provide citizens with greater access to government services while reducing service delivery costs.

BENCHMARKS

Total state spending per capita.

State and local taxes per capita.

Number of state services accessible by Internet.

Savings realized by making reports/documents/processes available on the Internet.

TEXAS STATE LIBRARY AND ARCHIVES COMMISSION VISION, MISSION, AND PHILOSOPHY

VISION

The people of Texas will have access to and effectively use information, archival resources, and library materials to improve their lives, the lives of their families, and their communities. All people will benefit from expanded opportunities and resources to explore diverse pathways to knowledge and wisdom.

MISSION

The mission of the Texas State Library and Archives Commission is to safeguard significant resources, provide information services that inspire and support research, education and reading, and enhance the capacity for achievement of current and future generations. To accomplish this, we

- preserve the record of government for public scrutiny,
- secure and make accessible historically significant records and other valuable resources,
- meet the reading needs of Texans with disabilities,
- build and sustain statewide partnerships to improve library programs and services, and
- enhance the capacity for achievement of individuals and institutions with whom we work.

PHILOSOPHY

The Texas State Library and Archives Commission and staff believe all Texans have the right to barrier-free access to library and information services that meet personal and professional needs and interests, provided by well-trained, customer-oriented staff.

We pledge to adhere to the highest standards of honesty, integrity, and accountability.

We strive to attain and hold the highest levels of public trust.

TEXAS STATE LIBRARY AND ARCHIVES COMMISSION
AGENCY GOALS, OBJECTIVES, STRATEGIES, AND MEASURES

A. Goal: To improve the availability and delivery of library and information services for all Texans. [Government Code 441.001-.016, et. seq., 441.121-139; 441.101-.106, 441.111-.116; 441.201-.210; Human Resources Code 91.081-.084]

A.1 Objective: Enable Texas libraries to avoid $1.42 billion of costs between 2003 and 2007 by sharing library resources.

Outcome Measures:

1. Percent of population living outside of the service areas of public libraries.
2. Dollar value of cost avoidance achieved by library resource sharing.

A.1.1 Strategy: Share library resources among libraries statewide through Library of Texas, interlibrary loan, TexShare, and other projects.

Output Measures:

1. Number of books and other materials made available/circulated by library resource sharing.
2. Number of persons provided project-sponsored services by library resource sharing.
3. Number of librarians and others trained or assisted to use shared resources.

Efficiency Measures:

1. Number of days of average turnaround time for interlibrary loans.
2. Cost per book and other library material provided by shared resources.

A.1.2 Strategy: Provide services and grants to aid in the development of local libraries, including Loan Star Libraries grants, continuing education and consulting services, the Texas Reading Club, funding regional cooperative programs, and other grants.

Output Measures:
1. Number of books and other library materials provided to local libraries.
2. Number of persons provided local library project-sponsored services.
3. Number of librarians trained or assisted.

Efficiency Measure: Cost per person provided local library project-sponsored services.

A.2 Objective: Increase library use by Texans with disabilities to 8 percent of the eligible population by 2007.

Outcome Measure: Percent of eligible population registered for Talking Book Program services.

A.2.1 Strategy: Provide direct library service by mail to Texas citizens with disabilities from a centralized collection of large-print, Braille, and recorded books.

Output Measures:
1. Number of persons served.
2. Number of institutions served.
3. Number of volumes circulated.

Efficiency Measures:
1. Cost per person/institution served.
2. Cost per volume circulated.

Explanatory Measure: Number of Texans eligible for Talking Book Program service.

B. Goal: To improve the availability and delivery of information services to state government and to persons seeking current and historical information from state government. [Government Code 441.001, et. seq.; and Subtitle C, Title 6, Local Government Code]

B.1 Objective: Improve information services to state and local government offices, historical and family history researchers, and the public by achieving an annual satisfaction rating of 95 percent from customers seeking information and reference services.

Outcome Measure: Percent of customers satisfied with State Library reference and information services.

B.1.1 Strategy: Provide legislators, staff, and the general public with ready access to needed government information from publications, documents, records, and other library resources.

Output Measure: Number of assists with information resources.

Efficiency Measure: Cost per assist with information resources.

Explanatory Measure: Number of Web-based information resources used.

C. Goal: To provide for the cost effective management of all state and local government records. [Subchapter L, Chapter 441, Government Code; and Subtitle C, Title 6, Local Government Code]

C.1 Objective: Achieve a 95 percent annual records retention compliance rate for state agencies, and a 79 percent annual records retention compliance rate for local government offices by 2007.

Outcome Measures:

1. Percent of state agencies administering programs based on approved records schedules.
2. Percent of local government offices administering programs based on approved records schedules.
3. Dollar value of cost-avoidance achieved for state records storage/maintenance.

C.1.1 Strategy: Provide records management training, consulting, and storage services to state agencies and local government officials.

Output Measures:
1. Number of cubic feet stored/maintained.
2. Number of state and local government employees assisted or trained.
3. Total revenue from imaging services.
4. Total revenue from storage services.

Efficiency Measures:
1. Imaging services production revenue per FTE.
2. Cost per cubic foot stored/maintained.

D. Goal: To implement a program to insure the meaningful and substantive inclusion of historically underutilized businesses in all areas of procurement. [Government Code 2161.001 - .231]

D.1 Objective: Include historically underutilized businesses (HUBs) in at least
20 percent of all agency dollars spent for special trades services;
5 percent of all agency dollars spent for other services; and
30 percent of all agency dollars spent for commodities by FY2007.

Outcome Measure: Percent of total dollars spent with HUB vendors.

D.1.1 Strategy: Develop and implement a plan to increase HUB vendor participation in all procurement areas.

Output Measures:
1. Dollar value of HUB contracts awarded.
2. Number of HUB vendors contacted for bid proposals

OVERVIEW OF OUR AGENCY SCOPE AND FUNCTIONS

A. OUR ENABLING STATUTES AND ADMINISTRATIVE RULES

TEXAS LEGISLATION AND STATUTES

Overall: Government Code, Chapter 441, Subchapter A; Administrative Code, Title 13, Chapter 2

Library systems: Government Code, Chapter 441, Subchapter I; Administrative Code, Title 13, Chapter 1

School library standards: Education Code, Section 33.021; Administrative Code, Title 13, Chapter 4

TexShare library consortium: Government Code 441, Subchapter M; Administrative Code, Title 13, Chapter 8

State publications: Government Code, Chapter 441, Subchapter G; Administrative Code, Title 13, Chapter 3

Central service to visually disabled: Human Resources Code, Chapter 91, Subchapter E; Administrative Code, Title 13, Chapter 9

Print access aids: Government Code, Chapter 441, Subchapter H; Administrative Code, Title 13, Chapter 9

State records: Government Code, Chapter 441, Subchapter L; Administrative Code, Title 13, Chapter 6

Local government records: Local Government Code, Title 6, Subtitle C; Government Code, Chapter 441, Subchapter J; Administrative Code, Title 13, Chapter 7

Texas Historical Records Advisory Board: Government Code, Chapter 441, Subchapter N

UNITED STATES LEGISLATION AND STATUTES

Service to blind and other physically disabled persons: 2 U.S.C.A. §135b

Federal funding for library services and technology: 20 U.S.C.A. §9101-9176

Federal documents: 19 U.S.C.A. §44

B. AGENCY HISTORY AND SIGNIFICANT EVENTS

1895 - U.S. and Texas governments agreed to exchange government documents

1909 - Texas Library and Historical Commission created; later renamed Texas State Library and Archives Commission (TSLAC) in 1979

1919 - Legislation enacted regarding county public libraries

1931 - National Library Service established for adults who are blind, and TSLAC began providing Talking Book services

1947 - State records management function established

1952 - Children who are blind became eligible for Talking Book service

1956 - Federal Library Services Act created and funded to establish and improve local public library service

1962 - Lorenzo de Zavala State Archives and Library Building opened; Federal Depository Library Act established regional depository system

1963 - State legislation enacted to authorize TSLAC to collect, organize, and distribute Texas documents and to establish the depository library system for state publications

1966 - Persons with physical disabilities other than blindness became eligible for the Talking Book service

1969 - Legislative Reference Library separated from the agency; Library Systems Act enacted to provide for a regional cooperative program to improve Texas public libraries

1971 - Local government records function enacted

1972 - State Records Center opened

1974 - Persons with organic dysfunction resulting in learning disabilities became eligible for Talking Book service

1977 - Sam Houston Regional Library and Research Center in Liberty opened

1988 - State Records Center expansion completed, and Talking Book Program circulation facility opened adjacent to the State Records Center

1989 - Local Government Records Act enacted

1994 - North Texas Regional Library System became the first of the ten regional public library systems to establish as a private not-for-profit organization awarded a Library Systems Act grant

1995 - Legislature assigns responsibility for the development of standards for school library programs to TSLAC; Legislation added electronic publications and Internet to agency responsibilities

1996 - Federal Library Services and Construction Act replaced by the Library Services and Technology Act; Texas Book Festival inaugurated to raise funds for public libraries and to encourage reading in Texas

1997 - Legislature created library tax districts as a mechanism to establish and fund public libraries; Legislature enacted new state records preservation and management law; Legislature transferred responsibility for the TexShare academic library resource sharing consortium to TSLAC

1999 - Legislature added public libraries to the TexShare library resource sharing consortium

2001 - Legislature funded the Loan Star Libraries Program of direct aid to Texas public libraries; Libraries of clinical medicine added to the TexShare library resource sharing consortium

C. AFFECTED POPULATIONS

The Texas State Library and Archives Commission, as an agency in service to the life of the mind, provides collections and information services to the people of Texas, the nation, and the world. Through the Internet, telephone, interlibrary loan, and on-site assistance, we serve the information needs of all that seek our help. We also serve as guardians of the public's right to know by overseeing the management and retention of the records of Texas governments.

KEY SERVICE POPULATIONS

Our services directly benefit:

- Patrons who use the current and historical materials in the State Archives, genealogy, and reference/documents collections, which together house the most complete library of state and federal publications in Texas, as well as extensive unique archival records and manuscripts
- Texas public libraries and their patrons
- Patrons with visual, physical, and learning disabilities, including the organizations serving them, who use the services of our Talking Book Program
- Students, faculty, and staff of institutions of higher education; patrons and staff of public libraries and libraries of clinical medicine who participate in the TexShare library resource sharing consortium
- Government agencies that use our State Records Center and its records storage and document imaging services
- Records managers, librarians, and others who participate in our library and records management training and use our consulting services
- Persons who attend workshops, conferences, and professional meetings featuring presentations by our staff
- Member libraries in the Texas State Publications Depository network that receive the state publications that we collect from state agencies and distribute
- Government agency staff who use our reference and interlibrary loan services
- Readers of our publications, including library and records management professionals and the general public
- Visitors to the Lorenzo de Zavala Building and its exhibits, as well as visitors to our Sam Houston Regional Library and Research Center in Liberty, Texas
- Researchers who use public and academic library statistics collected and compiled by TSLAC
- Staff of Texas libraries who use the materials in our Library Science Collection to further their professional development
- Library professionals who use our job-listing service

Our services indirectly benefit:

- Students and teachers in schools where libraries are improved through our standards for school library programs
- Children and families who participate in our annual Texas Reading Club
- Persons receiving materials distributed through our statewide interlibrary loan network
- Citizens serving on library system advisory councils whose activities are administered through TSLAC and the Library Systems Act
- All Texans, whose right to access government is defended and preserved by the activities of our information services and government records management and preservation programs

Our rule-making authority affects:

- State agencies and state-supported or state-sponsored institutions subject to the requirements of the Texas State Publications Depository Law
- Public libraries subject to commission rules, including those for administering the Library Systems Act and for accrediting county libraries and certifying their librarians
- Institutions of higher education, public libraries, and libraries of clinical medicine participating in the TexShare library resource sharing consortium
- School districts and school librarians who improve school library programs through TSLAC's school library standards
- State and local government agencies subject to Texas government records management laws and our administrative rules adopted under authority of those laws

D. OUR MAIN FUNCTIONS

In The Functions and Roles of State Library Agencies published in 2000 by the American Library Association, library consultants Ethel Himmel and Bill Wilson describe nine roles that state library agencies can play. These roles grew out of Himmel and Wilson's in-depth analysis of data collected from the 50 state library agencies on collections, services, and functions. The roles are intended as tools to help state library agencies categorize and effectively articulate the vast array of activities in which they engage and which they support. Further, Himmel and Wilson intended that the roles provide a framework for a state library agency in which to make choices and set priorities.

A subcommittee of our Strategic Planning Task Force revised the nine roles, reshaping them to more accurately reflect the functions of the Texas State Library and Archives Commission, and added a tenth role, that of "Preserver." These roles formed the basis for the strategic planning effort in which we engaged.

OUR ROLES IN STATE GOVERNMENT

Advocate – We actively promote the important place of libraries and archives in our society. We champion the need for effective government records management. We encourage state and federal legislation that would improve these vital services.

Advisor – Through our expert staff, we provide guidance to libraries, government agencies, and the public on a broad range of topics including children's and youth library services, library technology, grant writing, the management of government records, and the needs of special populations.

Provider – We provide direct services to libraries, government agencies, and the public through online databases, reference services, interlibrary loan, grants, and by providing reading aids to those in our client population with special needs. We also provide records storage and document imaging services to government agencies.

Preserver – We acquire, arrange, maintain, and protect the historically valuable records of state government for public use and assist local governments in preserving their documentary heritage through training in records management.

Data Collector/Evaluator – We collect statistical information from libraries, government agencies, and others we serve; and then compile, analyze, and report back the data on a regular or requested basis to the legislature, our client populations, and others we serve. We also collect data and use it to evaluate the effectiveness of our programs and services.

Enforcer – We monitor and enforce federal and state statutory and regulatory requirements related to the management of library services, archives, and records.

Leader – We promote library, archival, and records management services by encouraging libraries and government agencies to implement programs and methods that improve their accountability, efficiency, and effectiveness.

Facilitator – We encourage cooperation and linkages between and among different types of libraries, among governments at all levels, and between other members of our public and ourselves. These interconnections, through electronic networks, advisory committees, supportive organizations, and personal relationships, are invaluable to our mission.

Educator – We provide continuing education opportunities to members of the records management, library, and archival communities in order for them to carry out their respective duties and roles more effectively. We train customers directly in the efficient and effective use of print and electronic information resources.

Innovator – We continually seek new methods to demonstrate, inspire, and sponsor fresh ideas and innovative leadership in our constituent communities.

Staff provided input during a series of thirteen focus group interviews conducted between February 21 and March 7, 2002. In these sessions, staff participants were asked to identify the roles that TSLAC does the best job of fulfilling now. In addition, participants were asked to identify roles that were most important for TSLAC to fulfill in the future. Participants engaged in thorough and lively discussion of each role and the implications for setting priorities among the roles.

The roles that focus group participants identified as roles that the agency fulfills best now are Provider, Preserver, Advisor, and Educator. Roles that were identified for future growth or emphasis are Innovator, Educator, Advocate, Data Collector/Evaluator, and Leader. Focus group participants felt that the agency needed to maintain support for the Provider, Preserver, Advisor, and Educator roles while directing greater resources and energy to increasing our ability to fulfill other important roles in the future.

E. PUBLIC PERCEPTION

The Texas State Library and Archives Commission is a complex agency with a wide variety of services. Knowledge of our agency is determined by the nature of the services accessed. Public librarians, for example, are aware of our consulting services and continuing education program, while academic librarians are more aware of resource sharing services.

Studies have historically shown that the general public has a high regard for libraries and believes that communities are enhanced by the presence of libraries. We believe that the public's good will toward libraries positively influences the public's view of the Texas State Library and Archives Commission and our services.

We serve our customers in a supportive role in the delivery of many of our services, and this often impedes the public's direct knowledge of us and our programs and services. For example, our State and Local Records Management Division also provides consulting services and continuing education opportunities for state and local government records management officers to help them manage their records more efficiently and effectively. Our services to these government employees translate into efficiencies that save time and tax dollars. However, the general public — who is the ultimate beneficiary — is rarely aware that these services exist, much less the impact that these services have on them.

It is very important that the public perception of the commission is both clear and positive; therefore, we have concentrated our efforts on clarifying and promoting our identity as a single agency with common goals. Operating under the motto of "Making information work for all Texans," the various programs of the commission work together to make the statement a reality. Additionally, we have implemented a new logo, uniform standards for agency publications, an agency-wide information packet, and hosting of agency-sponsored booths at major constituent conferences (such as the Texas Library Association and the Texas Municipal League). These efforts further provide a consistent, single message that emphasizes the entire spectrum of our duties and services to our customers. Our Web site, organized from the customer's perspective by topic rather than by organizational structure, is another example of our efforts to project an integrated image.

ORGANIZATION OF OUR AGENCY

A. SIZE AND COMPOSITION OF OUR WORKFORCE

The Texas State Library and Archives Commission is authorized 210.5 full-time equivalent positions, and employs one exempt, 191 full-time classified, and 33 part-time classified staff. Our workforce is diverse: 21 percent are Hispanic, 7 percent are African-American, 55 percent are women. More complete information on the agency's workforce may be found in Appendix E in the Workforce Plan.

B. OUR ORGANIZATIONAL STRUCTURE AND PROCESS

A six-member commission leads our agency. The governor appoints commissioners to six-year terms. We have seven program divisions: Archives and Information Services, Information Resources Technologies, Library Development, Library Resource Sharing, State and Local Records Management, Talking Book Program, and Administrative Services. The director and librarian is responsible for agency-wide policy development and dissemination. However, staff input is valued and used to inform decision making and policy formulation and evaluation. An Administrative Team, composed of the Assistant State Librarian, the seven division directors, and the Communications Officer, meet weekly to discuss issues, share information, and work together to advise the director and librarian.

We value our employees as individuals and rely on their collective skills and talents to meet our goals. While style varies from manager to manager, the overall structure supports a two-way communication flow, and focuses efforts on creative work solutions that benefit our customers as well as staff.

C. OUR LOCATION AND THE IMPACT OF GEOGRAPHY ON OUR OPERATIONS

Our agency headquarters in the Lorenzo de Zavala State Archives and Library Building located in the Capitol Complex at 1201 Brazos in Austin. The State Records Center and Talking Book annex are at 4400 Shoal Creek Boulevard in Austin. The Sam Houston Regional Library and Research Center is located in Liberty.

Being housed in separate locations presents numerous challenges for operations and program managers. Effective communication between facilities is a high priority and employees in each facility use a variety of methods to communicate including email and the agency's Intranet, Angelina.

Because staff in the Talking Book Program and the Library Development Division must work closely with federal cohorts in the National Library Service for the Blind and Physically Handicapped and the Institute of Museum and Library Services, respectively, to implement programs, staff must travel annually to Washington, D.C. to attend training sessions and meetings related to their areas of administration.

D. LOCATION OF OUR SERVICE POPULATIONS

Our service populations are far-flung, requiring careful planning and resource allocation in order to meet needs spread over a wide geographic area. We strive to partner as often as possible with regional structures such as the regional public library systems and the Texas Library Association districts in order to deliver continuing education and training. Continuing education activities are replicated regionally so as to meet local needs more directly. Records management workshops for local governments are provided on a regional basis. We also support a network of regional document depositories and libraries that are part of a regional state publications network in order to meet the demands of a geographically diverse state.

Currently we are deploying eleven videoconferencing sites in the state in order to deliver continuing education more efficiently and effectively. Videoconferencing capabilities will enable us to meet the challenge of geographic diversity to facilitate distance learning, communication, group discussion, and more. In addition, we are implementing web-based continuing education programs in order to deliver education to librarians and library staff at their desktops.

As prescribed by the Legislature, we place special emphasis on the Texas-Louisiana and Texas-Mexico border regions. Of the ten library systems in the state that we fund, five serve counties located in those targeted border regions. In FY2001, we awarded $5,179,737 in grants to those five systems. We also awarded $352,433 in discretionary grants to six individual libraries serving those border-region counties. In FY2002, libraries in those regions received discretionary grants totaling $477,670. Discretionary grants include Establishment Grants to support new public libraries, Special Project Grants to reach underserved or disadvantaged populations, Cooperation Grants to promote cooperation among different types of libraries, and Technology Assistance Negotiated Grants to help libraries better use and maintain their existing technology.

In FY2001, we awarded interlibrary loan grants of over $1,070,000 to libraries in the border regions to facilitate resource sharing. We also awarded TexTreasures grants totaling $80,000 to libraries in border region counties to support digitizing special collections to achieve broader public access.

During the first five months of FY2002, we delivered 17 percent of our Talking Book services within the Texas-Mexico border counties. As of January 2002, we registered 3,425 individuals and institutions for services in the Texas-Mexico border counties, and 1,005 individuals and institutions within the Texas-Louisiana border counties. These registrants represent 18 percent and 5 percent, respectively, of all patrons registered in our Talking Book Program.

In FY2001, we licensed two Spanish language databases for use statewide to address the needs of our Spanish-speaking customers in this region and across the state. In addition, we encouraged many public libraries to take advantage of an offer from the Bill and Melinda Gates Foundation in FY2001 to install Spanish language computers. These resources have greatly enhanced the ability of libraries to serve individuals whose first language is Spanish.

The commission also provides a variety of training and education opportunities to our customers throughout the state. In FY2001, our State and Local Records Management and Library Development divisions conducted 253 workshops for 7,596 participants around the state; ninety-three of the workshops (37% of total workshops) were delivered in the targeted border regions to 2,539 attendees (33% of total participants). During the first five months of FY2001, we have offered 318 workshops for 5,881 attendees; seventy-five of these workshops (24% of the total) were conducted for 852 participants (14% of total) in the two border regions.

E. OUR HUMAN RESOURCES STRENGTHS AND WEAKNESSES

Our employees are educated and highly motivated. Ninety-eight of our positions are categorized as "professional." Of these, 48 require an advanced degree, 42 require a bachelors degree, and many of the remainder require college courses.

Our training program is principally work-related with a focus on increasing competence and performance. As funds are available, we also focus on building capacity in staff to handle new challenges such as additional responsibilities, technological or legal requirements, and prospective duties.

Training and staff development needs are generally determined at the division level. Because staff training needs vary and financial resources are limited, priorities must be set for training purposes. Division directors collaborate in order to maximize training resources and opportunities. The Human Resources Office conducts periodic training for supervisors in agency policies and federal and state laws pertaining to the workplace.

Work time and cost reimbursement are provided for staff in all divisions to attend professional conferences and meetings. This type of staff development activity greatly benefits both customers and staff. In order to fulfill our role as Educator, staff responsible for providing consulting and training to our customers must attend professional conferences as an important way for them to keep abreast of trends and issues, best practices, and innovative technologies and service delivery approaches. Networking with colleagues in other state library agencies around the country is crucial to maintaining our role as Leader.

Staff, whose specialized training is underwritten, is required to share new skills and information with peers and customers upon completion of training. Staff is encouraged to write articles for agency newsletters, to speak at conferences, and to conduct follow-up training sessions in-house.

We continue to experience a significant problem in replacing employees in key positions with new staff with similar training and experience. At the root of this problem is the fact that our salaries are not competitive with the private sector. This is compounded by the decrease in the number of people obtaining college degrees in the specialized fields required for our professional positions. It is also time-consuming to fill vacancies. The average number of days to fill all vacant positions during FY2001 was 62 days, while professional positions averaged 78 days to fill.

We experienced a turnover rate of over 30 percent for FY2001, compared to a turnover rate of 17.6 percent for all classified state employees in the same period. In the State Auditor's Report No. 02-701, *An Annual Report on Full-Time Classified State Employee Turnover for Fiscal Year 2001*, state employees in the occupational category Library and Records had a turnover rate of 18.4 percent. Within this category, two Job Class Series, Library Assistants and Archivists, had extremely high turnover rates—30.8 percent and 19.1 percent respectively. Almost 25 percent of our turnover occurred within these two class series. The Clerks series, under the Administrative Support Category, at 20.5 percent turnover was also extremely high when compared on a statewide basis. Over 28 percent of our turnover during FY2001 is attributed to this single class series. These three classification series account for almost 60 percent of the agency's turnover. This analysis suggests that the wage scale for these categories may still be low when compared to wage rates paid by other employers of these groups.

The 76th Legislature (1999) authorized a change in the classification schedule for library assistants, librarians, and archivists, and the establishment of new manager and director series. This resulted in significant salary increases for a large percentage of our staff in FY2000. Nevertheless, the entry-level salary of $25,932 for professional library staff remains lower than the $30,000 figure recommended by the Texas Library Association. Given the level of education and experience required for many of our positions, low salaries will continue to impede progress in recruiting and retaining a diverse workforce in management and professional positions.

F. OUR CAPITAL ASSET STRENGTHS AND WEAKNESSES

The State Archives collection documents the history of Texas, and constitutes an irreplaceable asset for the State. It is a unique collection of official, historically significant government records, as well as private papers, maps, photographs, and other priceless Texas treasures that comprise the essential evidence of the history of Texas. We are charged with maintaining the official Archives for the State of Texas.

We also manage a collection of more than 1.5 million federal government and 231,000 state government publications, which include more than 3,000 federal government CD-ROMs. We have collected and maintained these documents since 1895, when the U.S. and Texas governments agreed to exchange government documents. These collections are one of the our most important assets and irreplaceable information resources. Our book collections comprise almost 116,000 volumes. Books and microforms purchased by the State Library have a value of over $3 million.

We own and operate a facility at 4400 Shoal Creek Boulevard, known as the State Records Center, which jointly houses the State and Local Records Management Division and the circulation department of our Talking Book Program. The State Records Center has a capacity to store 390,000 cubic feet of state agency hard-copy records, and an additional three vaults for the storage of electronic and microfilm records. The State Records Center also houses a micrographics and imaging laboratory and service bureau with equipment valued at $800,000. The condition of aging infrastructure systems at the Shoal Creek location is being assessed. Many of these systems, such as air handling compressors, will need major repair or replacement within the next five years.

The State and Local Records Management Division produces, stores, and maintains about 35,000 microfilm reels containing census records, tax records, and Texas newspapers, with an estimated replacement cost of almost $1 million. The Talking Book Program maintains a collection of cassette, disc, large print, and Braille books and magazines. In addition, TBP is a machine-lending agency for the National Library Service, which provides playback equipment and adaptive technology devices for patrons with visual, physical, or learning disabilities. Together, the Talking Book collection is valued at $14 million.

The Sam Houston Regional Library and Research Center in Liberty is the official regional historical resource depository for ten counties in Southeast Texas. It was constructed during 1976-77 on 110 acres of land given to the agency by former Governor Price Daniel, Sr. and his wife

Jean. In its museum, the Center features exhibits on a variety of Southeast Texas topics. The complex also includes the following structures that are available to the public for tours:

- The Gillard-Duncan House, built in 1848, showcases furnishings of five generations, including an early Texas schoolroom.
- The Norman House, circa 1883, depicts the periods of three families that owned the home.
- The 1898 St. Stephen's Episcopal Church was recently restored and serves as a visitor orientation center and meeting room.
- The Price Daniel House is patterned after the original 1856 plans for the Texas Governor's Mansion and displays mementos of the public life of Governor and Mrs. Price Daniel.

An extensive renovation project at the Center was completed during FY 2001. Renovations and repairs included painting the exterior and interior of the building, refitting portions of the main building to meet ADA standards, grading drainage ditches, and replacing the driveway and parking lot.

In addition to the collection of physical materials, the commission acquires and delivers electronic information resources (databases, documents, and publications) from other state agencies to the public. While there has been an explosion of information in all formats, we are well positioned to collect, organize, and deliver digital information to the public for use in understanding and interacting with government. We have initiated a program to provide for the preservation and access of historic state government publications in electronic format. Through cash grants, we encourage and support the digitization of unique and rare collections of Texas libraries. We also deliver—by means of the Internet—information from both our own collections as well as from a variety of other sources. We continue to provide a variety of other informational and educational sources in electronic form. Providing reliable electronic information services through the Internet requires continual capital investments in computer and telecommunications equipment.

G. OUR USE OF HISTORICALLY UNDERUTILIZED BUSINESSES

The commission purchases goods and services from historically underutilized businesses (HUBs) whenever possible. We have historically exceeded the statewide average performance; however, our ability to increase our performance is restricted by two major challenges.

Contractors must have special expertise in the library field to meet many of our programmatic needs. While we frequently enter into professional service contracts with women and minorities, these vendors are reluctant to complete the paperwork required to become state-certified as HUBs, despite staff encouragement. Our staff continues to provide assistance to vendors who choose to seek certification.

The area of "other services" procurements presents a second challenge. A large portion of our procurements are proprietary in nature, such as serial and journal subscriptions, library books and materials, and library equipment and supplies which are excluded from some Building and Procurement Commission purchasing guidelines. This category also includes sole source procurements of electronic subscriptions, database access, and computer software and hardware maintenance. During FY 2001, these sole source procurements represented almost 90 percent of the total agency expenditures. If we exclude these proprietary procurements, almost 25 percent of total expenditures were with HUBs. Despite these challenges, we will continue to seek out HUB vendors for all purchases that are not proprietary.

To further increase procurements from HUBs, our purchasers participate in Economic Opportunity Forums sponsored by the Building and Procurement Commission in the central Texas area. The forums provide an opportunity for HUB vendors to become more familiar with our procurement needs.

H. KEY EVENTS, AREAS OF CHANGE, AND THEIR IMPACT

KEY MANAGEMENT STAFF

The commission has experienced major turnover in upper management over the past four years. Three of seven division directors will be eligible for retirement within the next four years, as will 18 other staff in key professional positions. The challenge for our agency is to employ methods of knowledge transfer that will preserve much of the wealth of experience that employees of long-standing possess. This may include mentoring, job shadowing, cross training, and other methods of ensuring that we do not suffer from "brain drain" when retirements occur.

TEXSHARE

The 77th Legislature in 2001 authorized libraries of clinical medicine to join TexShare, the statewide resource sharing program. TexShare quadrupled in size when the 76th Legislature added public libraries to the program in 1999. Accommodating future growth, while maintaining high standards of service, is a major challenge for our Library Resource Sharing Division, which administers TexShare. A Task Force on TexShare Expansion, comprised of nine librarians representing a cross section of Texas libraries, was appointed to research and make recommendations regarding this challenge. Their report, issued in February 2002, presented (a) an overview of nonprofit candidates for TexShare membership and (b) specific information on state government agency libraries and nonprofit hospital libraries, including the funding implications of admitting these groups to TexShare membership.

In October 2000, we launched the Library of Texas initiative funded by the Telecommunications Infrastructure Fund (TIF) Board. Two TIF grants have enabled us to build an infrastructure to deliver information when, where, and how Texans need it. The four components of the Library of Texas are online databases, current and retrospective electronic state government information, a statewide resource discovery tool, and extensive training for library staff. Building an effective infrastructure for statewide information delivery is challenging in a state that is characterized by a large population, vast expanses of rural areas, diverse demographics, and a high poverty level. We have found that statewide licensing of databases on behalf of all academic and public libraries is much more efficient than each library negotiating separate licenses for these same resources.

TECHNOLOGY PROGRAMS

The Universal Service Fund (commonly called E-Rate) under the Federal Communications Commission requires that we approve technology plans for public libraries that apply for the E-Rate federal technology and telecommunications discounts. The approval process requires staff time and resources for training local librarians, providing technical assistance, and reviewing plans. Other new technology programs, such as the Telecommunications Infrastructure Fund and grants from the Bill and Melinda Gates Foundation, also require extensive participation by our staff for client groups to reap the benefits of these programs. The agency also maintains membership in the Education Technology Coordinating Council to maximize the benefits of state tax funds spent on technology.

FISCAL ASPECTS

A. SIZE OF OUR BUDGET (TRENDS IN EXPENDITURES)

EXPENDITURES/BUDGET FY 2001/FY 2003

STRATEGY	**FY2001 Expenditures**	**FY2002 Budget**	**FY2003 Budget (Est.)**	**FY2001 PERCENT**
Statewide sharing of resources	$3,827,835	$6,664,864	$4,927,714	14%
Texas Library System	8,318,694	8,361,764	8,334,391	23%
Development of local libraries	1,641,494	6,718,142	6,011,168	17%
TexShare	9,617,407	9,635,773	9,483,253	26%
Talking book services	1,562,108	1,753,106	1,646,819	5%
Ready access to information	1,736,580	1,473,801	1,498,979	4%
State and local records	2,039,144	2,523,075	2,423,894	7%
Indirect (Admin & IRT)	1,794,813	2,018,499	1,876,576	5%
TOTALS	**$30,538,075**	**$39,149,024**	**$36,202,794**	**100%**
METHOD OF FINANCE				
General Revenue	$12,653,227	$13,329,032	$13,101,413	36%
Federal Funds	8,647,435	9,783,819	8,984,923	25%
Telecom. Infrastructure Fund	0	2,900,000	2,900,000	8%
Appropriated Receipts	278,828	304,148	184,148	1%
Interagency Contracts	8,846,809	12,721,395	10,921,680	30%
Earned Federal Funds	111,776	110,630	110,630	0%
TOTALS	**$30,538,075**	**$39,149,024**	**$36,202,794**	**100%**

B. METHOD OF FINANCE

Federal funds remain an important component of our revenue at 25 percent. The majority of these funds are granted to regional library systems to improve local public library services. Another large part of our budget comes from Interagency Contracts, which reflects the fees generated by the State and Local Records Management division and the funds from the Telecommunications

Infrastructure Fund (TIF). The TIF Board awarded TSLAC $7,368,887 in FY2001 and $13,281,962 to expend in FY2002-2003 to implement the Library of Texas Project.

C. PER CAPITA AND OTHER STATES' COMPARISONS

The state contributes a relatively small share to the funding of public libraries. In FY2000, Texas contributed $0.20 per capita for state aid to public libraries, while the national average for state contributions was $2.26 per capita. Texas ranked 42nd among 44 states reporting. Local funding for public libraries in Texas was about 95 percent of the total funding, while state and federal funds made up the remaining 5 percent of the government funding for public libraries. In FY1998, Texas ranked 47 of 51 states and the District of Columbia reporting total per capita income from all sources.

Based on FY1999 funding and 1999 state population estimates, the Talking Book Program for Texans with disabilities ranks 10th in per capita spending out of the ten most populous states with similar programs. The national average was $0.22 per capita, with South Dakota spending the most at $0.66. Texas ranks at the bottom, tied with Hawaii, with per capita spending at $0.07. In the five-state area of Arkansas, Louisiana, New Mexico, Oklahoma, and Texas, Oklahoma spends $0.30 per capita, Arkansas spends $0.26, and Louisiana spends $0.09. New Mexico did not report budget figures to the national office.

D. BUDGETARY LIMITATIONS (APPROPRIATION RIDERS)

Our imaging and records storage activities are funded entirely through revenues generated by providing services to state agencies and local governments. The commission successfully operates these activities as business enterprises but access to a cash flow contingency account is necessary should unanticipated major expenditures be required early in a fiscal year. Since the 1996-1997 biennium, the commission has had authority to carry-forward unexpended revenue balances from the first to the second year of a biennium. We believe that such authority is not necessary provided that we are permitted to borrow funds if needed and that there is no reduction in the current level of general revenue funding for our State and Local Records Management Division.

Current Rider #6 (S.B. 1, 77th Legislature, 2001), should be re-authorized to read:

> Cash Flow Contingency. Contingent upon reimbursements from state agencies and other governmental and private entities for imaging and records storage, the agency may temporarily utilize general revenue funds, not to exceed $500,000. These funds shall be utilized only for the purpose of temporary cash flow needs. The transfer and reimbursement of funds shall be under procedures established by the Comptroller of Public Accounts to ensure all borrowed funds are reimbursed to the Treasury on or before August 31, 2005.

E. DEGREE TO WHICH OUR BUDGET MEETS CURRENT AND FUTURE NEEDS AND EXPECTATIONS

Current budget levels and staffing authorizations cannot sustain our services for a growing customer base. Through attrition, the percentage of Talking Book patrons we serve is expected to decline because funding and staffing levels are not keeping pace with the growth in potential customers. While the 77th Legislature appropriated $20,000 for the first year of the current biennium to fund a statewide public awareness campaign for the Talking Book Program, we are concerned that current operating funding and staffing levels will limit our ability to provide high quality service to increasing numbers of patrons resulting from the success of the public awareness campaign.

More funding and staffing are needed to accession, appraise, and store state and local government records. Our current budget does not enable us to meet customer-expressed needs for new and expanded services.

We continue to face challenges in adequately compensating staff and providing special compensation incentives for high achievement. According to the most recent Survey of Organizational Excellence, staff continue to rate the construct of Fair Pay as the lowest of the twenty constructs measured in the survey. This low score reflects staff perceptions that our agency does not compare favorably to other organizations in the area of compensation. Since perceptions of fair pay influence staff feelings of satisfaction or discontent, agency leadership will continue to work toward addressing these issues.

As we continue to identify newer technologies to preserve documents and information and make them available to the public, our budget available for support of these technologies is increasingly inadequate. It is critical to achieve and maintain a high level of customer service, and failure to use these technologies proactively and effectively can jeopardize the fulfillment of our mission. Our ability to support the new technologies depends on our internal information resources and telecommunications capabilities, as well as our physical facility. This infrastructure must be maintained and enhanced to keep pace with the emergence of Web and imaging technologies that enhance document storage and preservation and information access. The wiring in the Lorenzo de Zavala Archives and Library Building must be upgraded, and the computer center requires a reliable emergency cooling system.

Training for technical staff is essential to prepare the agency for technical migrations and the integration of new technologies with existing services. Equipment upgrades are also essential to prevent disruptions in service. The delivery of Web-based information services places a strain on existing funding and requires staff with a higher technical skill level than was previously needed. We continue to allocate scarce resources to the process of building capacity in information technology staff and program administrators so that they can make effective use of new technologies.

F. AGENCY BENCHMARKS

The outcome measure for Objective A.1, "percent of population living within the service areas of public libraries whose services (circulation per capita) meet or exceed the average of the ten largest states," is essentially a comparative metric. Unfortunately, Texas does not compare favorably to this peer group as only about 14.5 percent or our population is served by public libraries that meet or exceed this target.

The outcome measure for Objective A.2, "percent of eligible population registered for Talking Book Program services," reflects the lack of state funding for library services and fewer potential persons served, when compared to other states. A 2000 report of the number of individuals served by the National Library Service program of the Library of Congress provided information on the percent of eligible population served for the ten largest states.

PERCENT OF ELIGIBLE POPULATION SERVED (FY99)

Florida	15%	Ohio	12%
Michigan	16%	Pennsylvania	14%
New York	14%	California	9%
Georgia	14%	New Jersey	9%
Illinois	9%	Texas	8%

Outcome measure B.1 is "improve information services to state and local government offices, historical and family history researchers, and the public by answering correctly 90 percent of all reference questions received." No reliable source of benchmark information from a peer group is available for this measure.

SERVICE POPULATION DEMOGRAPHICS AND ECONOMIC VARIABLES

Four key variables influence the Texas State Library and Archives Commission's efforts to effectively serve Texans: the state's high poverty rate, rapid population growth, increasing numbers of Hispanic and older Texans, and the vast expanses of rural Texas. Texas has the eighth-highest poverty rate in the nation, and this high poverty rate, coupled with low per capita income, translates into sparse local support for archives, libraries, and records management services. In per capita income, Texas ranks 23rd nationally and is 47th in terms of per capita support for public libraries. Rapid population growth and low levels of local support intensify the pressure for archivists, librarians, and records managers to do more with less.

Between 1990 and 1999, Texas was the second fastest-growing state in the nation, with a 14 percent total population increase. The state's population is expected to continue this rapid growth, with a total projected population of 24.3 million by the year 2010. An estimated 2.8 million Texans will be over the age of 64 in 2010, and the Hispanic population in Texas will have grown to 8.5 million by 2010. At the same time that Texas must serve a rapidly growing population, it must continue to attend to the needs of a large rural constituency. Of all Texas counties, 77.2% (196) are designated as rural.

Our user groups can be broadly categorized as the general public, libraries and librarians, state agencies and local governments, and individuals with visual, physical, and learning disabilities. Every Texan, regardless of status, falls into one of these groups. Informational needs across these user groups vary widely, and our programs cover a broad spectrum of resources and services in order to serve these varied needs effectively.

Four units within our Archives and Information Services Division—State Archives, Genealogy, Reference/Documents, and the Sam Houston Regional Library and Research Center in Liberty—provide access to historical sources, government documents, and research assistance available nowhere else.

In FY2001, our Talking Book Program (TBP) served 20,573 patrons or 7.94 percent of the estimated eligible population in Texas. According to FY2001 figures, an estimated 291,123 Texans have visual, physical, or learning disabilities which prevent them from reading standard print, and these Texans are eligible for TBP services. This number of eligible Texans will continue to increase, especially as the population ages. Currently TBP offers reading materials in Braille, recorded cassette, vinyl disk, large print, and over 4,000 digitized Braille books, magazines, and musical scores on the Web. Despite advances in services available electronically, a continuing challenge for service delivery is that many patrons with disabilities do not have the means to purchase the necessary hardware and software to access these materials in their homes. We anticipate an increased demand for services from the Talking Book Program due to the aging of our state's population and additional demand for Spanish-language materials for Talking Book Program patrons.

Programs and activities provided by our Library Development Division currently assist 535 public libraries, which serve over 92.72 percent of the state's population. About 1.4 million Texans (7.28 percent of the population) have no public library service available.

The statewide Texas Reading Club, co-sponsored by TSLAC and local public and school libraries, serves over 490,000 children in Texas each year. The Reading Club provides public libraries with promotional materials and a program manual to establish summer reading programs for children. School libraries use the materials during the school year. Staff also assists over 2,000 librarians through various commission programs, including consulting services, in-person workshops, and the division's professional collection. Considering the state's vast distances and rural demographics, we are exploring innovative delivery strategies such as videoconferencing and Web-based training.

Rural demographics, increasing state population, and sparse local support also make Texas ideally suited for collaborative solutions. One such collaboration is the TexShare program, coordinated by our Library Resource Sharing Division. TexShare serves academic libraries, public libraries, and libraries of clinical medicine. TexShare services include a courier that provides two-day delivery of books statewide, electronic databases, and a statewide reciprocal borrowing program.

TexShare was transferred to us from the Higher Education Coordinating Board on September 1, 1997. At that time, the program included 52 publicly funded institutions of higher education. Legislation passed by the 75th, 76th, and 77th Legislatures opened TexShare membership to private academic institutions, community colleges, public libraries, and libraries of clinical medicine. By 2001 the number of participating TexShare institutions had increased to over 600. As resource sharing programs continue to be effective ways to stretch library budgets, we anticipate that additional customer groups will be added to the TexShare consortium in the future.

An important component of TexShare is access to electronic databases, which puts vast storehouses of knowledge on the patron's computer desktop, even in the most remote areas of Texas. This service erases distance barriers and levels the playing field, so all Texans have access to the same resources. Consolidating buying power at the state level enables us to offer Texans more databases for less money. The database component of TexShare has been further enhanced by grants from the Telecommunications Infrastructure Fund for the implementation of the Library of Texas Project. In FY2001 TIF funding for the Library of Texas enabled us to offer $150 million worth of online database subscriptions at one-tenth of that cost. For every dollar spent, Texas received a $15 return on investment.

The Library of Texas Project will feature the ability to search across Texas library online catalogs, online databases, and selected Internet sites via a single search interface, and will allow Texans in remote areas and in rapidly growing but underserved counties to find and use information resources from their computer desktops. The integrated search interface will allow immediate and user-friendly access to these resources. Through the Library of Texas Project, the smallest, most remote library will have access to the same resources as the largest research library in the state.

The State Records Center is also an example of a collaborative solution. Use of this low cost, high-density storage facility enables state agencies to achieve almost $55 million in cost avoidance. Approximately 9,400 state and local government offices currently use the services of our State and Local Records Management division. The steadily growing perception among governments that information is an asset and a resource that requires careful management has created a constant demand for this division's records management consulting and training services. State agencies and public universities also rely on us to help them determine which of their records have permanent, archival value. The increased use of new information technologies among government offices creates a greater demand for advanced and intensive consultations and training sessions.

State government and the Texans they serve also benefit from the services of our State Publications Clearinghouse and Texas Records and Information Locator Service (TRAIL). Together these services insure that state government publications and the valuable information they contain are available throughout the state, through a network of depository libraries and an online system for one-stop access to state publications in electronic form. A new Electronic Depository Program, a component of the Library of Texas Project, will build on these efforts to insure that electronic state publications are preserved for use by future generations.

Historically, our user groups have relied on our various programs to access information and perform work-related tasks. Those seeking information are increasingly turning to the Web for answers. As a result, our customer base has grown exponentially. Increased awareness of services and heightened expectations for rapid response times also has resulted in increased demands from our patron groups. We have made major progress in providing information and services to our patrons through a variety of new avenues. At the same time, however, many Texans do not have the resources to take advantage of the new technology, so these Texans will continue to rely on our staff to help them with their informational needs. Part of our concern for the future is how we can best insure that these Texans are not left behind.

TECHNOLOGICAL DEVELOPMENTS

A. IMPACT OF TECHNOLOGY ON CURRENT OPERATIONS

Technology continues to change the world in which we live in very dramatic ways. This transformation poses major challenges to the Texas State Library and Archives Commission and the services we provide our customers.

Automated and networked applications continue to be essential elements in the delivery of services to our customers. The Internet has opened paths to information worldwide, and we are systematically taking steps to optimize our use of new technologies to serve our customers better.

ACCESS TO INFORMATION

We take advantage of the Internet and Web-based services to provide information to more customers. We provide an increasing number of our documents on our Web site (www.tsl.state.tx.us), including the Texas Public Library Statistics and the Texas Library Jobline. The number of electronic documents received by the Federal Documents Depository continues to increase, and the federal government is making an increasing number of documents available only in electronic format. Texas documents are also increasingly available online. In response to a mandate from the 74th (1995) Legislature to index and make available all electronic state government publications, we launched the Texas Records and Information Locator, or TRAIL, which provides one-stop access to electronic state publications (www.tsl.state.tx.us/trail).

As the complexity of the Internet continues to grow, and more information is becoming available electronically, we continue to organize and index resources for easier reference. TRAIL indexes and provides searching of more than 8,000 Texas state electronic publications, allowing state agency staff to find information produced by other agencies. TRAIL also helps the general public find information about state government. This effort has been expanded to include a special search feature that allows Texans to quickly locate state grant monies to fund their business, educational, artistic, and other useful endeavors.

Talking Book Program patrons can access and download over 4,000 titles from Web-Braille, an Internet, web-based service provided by the National Library Service for the Blind and Physically Handicapped (NLS). This service, introduced in 1999, makes available in an electronic format many Braille books and all Braille magazines produced by NLS. Newest additions to Web-Braille include titles from the NLS music collections in Braille.

In 1997, the 75th Legislature transferred the TexShare resource sharing consortium from the Higher Education Coordinating Board to the commission. TexShare's Web site (www.texshare.edu) includes participation guidelines, grant applications available for downloading, along with lists of TexShare program participants.

With TIF funding for the Library of Texas Project, TexShare's database service has expanded to provide 60 databases to academic libraries, public libraries, libraries of clinical medicine, and state agencies. The database service offers full-text articles from over 6,000 journals, 60,000 primary source documents, and over 18,000 e-book titles. TexShare databases are available even in the most remote, rural locations across Texas. Students, consumers, and researchers rely on these services for current, accurate information on health, technology, business, and a host of other topics.

We continue our efforts to provide increasing amounts of information in electronic format on our Web site. By the end of FY 2002 we will have more than 200,000 digital images of original archival documents available online to researchers. Online exhibits such as "Texas Treasures," "Governors of Texas," and "The McArdle Notebooks" showcase some of the most significant documents from our collections of Texas history and provide historical background and interpretive information. We will develop at least one new exhibit each year, as well as add to the existing online searchable databases of the collections of archival state records thereby enabling thousands of teachers, school children, and others to easily find the information they need.

Our staff will continue to use technology to locate additional information resources outside our collections, which in turn allows us to answer an increasing number of reference questions by referring clients directly to those readily available electronic resources.

We also organize information by making an electronic catalog of all of our collections available via the web (http://star.tsl.state.tx.us/uhtbin/webcat) and via our website. This web-based catalog allows the public to know what resources are available from us, and in many cases allows access to those resources that are available electronically.

Our staff continues to make improvements to the search capabilities of our most in-demand online archival and reference materials. Our outreach to libraries and state and local governments also increases because of improved online registration methods for statewide training events. Other changes include improved website design and navigational elements that focus on our customers and on the services we provide.

Recognizing the value of providing information and services via the Internet, we allocated more resources to our web development efforts. Our webmaster and members of a cross-divisional team collaborated to design and build an improved agency website, launched in 2000, which continues to evolve to optimize our use of this technology to deliver services to our customers.

Our increased web presence has raised new security, maintenance, and training issues agency-wide. The rapid pace of technological change requires frequent software upgrades including software patches for security upgrades and to maintain functionality. Our Information Resources Technologies staff continues to address new issues in security, as new software and services create new possibilities for abuse of the systems. A network architecture upgrade project is underway to replace obsolete network equipment, provide adequate firewall protection, and help position the commission to take better advantage of computer technology and telecommunications in delivering our services.

We also continue to address and comply with all legislative initiatives for organizing, securing, and enhancing state agency Web sites and for improving customer services.

EFFICIENCY OF OUR OPERATION

We use technological advances to streamline and automate many of our services, saving both time and money for the agency and our patrons.

We continue to make enormous amounts of library and historical resources available via our website, including online catalogs, databases, indexes, full-text, answers to frequently asked questions, and digital images of original archival materials. There has been a corresponding expansion in the amount of similar information resources being made available on other state and federal Web sites. Consequently, growing numbers of researchers are able to obtain desired information from our website and other Web sites without ever having to consult with a member of our staff. Even when contacted directly by researchers, it is now frequently more efficient, effective and timely for our staff to provide those customers, particularly those seeking assistance via e-mail, with the locations of web sites/pages that contain online textual, graphical, or data base resources that provide the exact information being requested. Staff time conserved in this way can be devoted to compiling and mounting additional online information resources on our website.

The move toward a networked environment has significantly increased the range of services and resources that we are able to provide our customers. We, like so many other libraries, have become a twenty-four hour a day access point to information services where users obtain services and resources on *their* terms and when *they* want such services. In this way, we are using Internet technology to empower our users and accomplish more of our goals.

The automation of services has also created easier reporting procedures for both patrons and staff. In fiscal year 2001, public and academic librarians were able, for the first time, to complete and submit their annual reports via the Web. This makes the process easier for the librarians and decreases mathematical errors. Librarians are also able to download grant applications and guidelines.

Reporting capabilities between the Talking Book Program and its parent organization, the National Library Service (NLS) at the Library of Congress continue to shift from paper to electronic means, saving time and improving accuracy. Recently, NLS began beta-testing a new web-based reporting system, with our program selected as one of the testing partners.

Approximately 65 percent of the records in storage at the State Records Center are now managed in an automated system, and clients are able to enter information about their records from their own computers and submit the information by way of the Internet. The success of this in-house developed system, called Auto-Rec, has been invaluable in the quality and timeliness of services to our customers over the last decade. However, we are currently investigating systems that will provide a more user-friendly interface between our records storage center and our customers and will give us greater capacity to meet increasing demands for enhanced services.

We utilize technology to efficiently automate and manage many of our functions, streamlining agency procedures. Staff throughout the Talking Book Program (TBP) division rely on ACCESS, an automated bibliographic, inventory, and circulation system, to track the status and location of materials, as well as access patron account information. Reader consultants in TBP's reader services unit assist patrons by using a variety of Internet resources, including Web-BLND, the Library of Congress's web-based catalog of books available in Braille and audio formats.

Our Accounting Office uses automation technology to accomplish its daily tasks. Files such as voucher and deposit numbering logs, charts of accounts, and electronic copies of reports and their documentation are shared across the network. Our accounting staff has access to purchasing files, enabling the electronic creation of purchase vouchers from purchase orders which eliminates duplicate data entry.

Our accounting staff enters all budgetary, expenditure, encumbrance, and revenue transactions online directly into the Uniform Statewide Accounting System (USAS) maintained by the Comptroller's Office. As such, we are considered an "internal" agency of the system for reporting and monitoring purposes. USAS is our system of record. Each morning, the previous day's transactions and the daily reports from USAS are copied from the Comptroller's system and imported into the Ad Hoc Reporting System (AHRS) database, our internal accounting database. The AHRS database is used by our division directors and accounting staff to extract financial information at the transaction detail level. Our link to the Comptroller's office is vital. Our technical staff works with the technical staff at the Comptroller's office to insure a secure channel for this information exchange.

Three times a week, revenue deposits are hand-delivered to the Treasury. Simultaneously, entries are made into USAS for the electronic distribution of that revenue to the appropriate strategies. Our federal grant payments are dependent upon wire transfers from the federal distribution center in Washington, D.C. to the state Treasury, which then notifies our accounting staff, via e-mail, of the arrival of federal grant funds.

Our accounting staff uses Internet access to meet legislative reporting requirements by completing online reports for the Legislative Budget Board and the Comptroller's Office. Access to the text of state and federal legislation impacting the agency is available via the Internet. Many state agencies, especially the Comptroller's office, distribute information on policy changes and procedures electronically on their Web sites rather than sending hard copies to all agencies. Generally, staff receives an e-mail notification of new procedures, publications, or agency reporting requirements. The Comptroller has also made web training available to meet the requirements of using USAS. The Comptroller's office will be expanding this web training to cover more subjects in the future to help with staff reductions and to make the training available to agency staff in remote areas.

NEW SERVICES

Technological advances within the commission create new opportunities for services that benefit Texans, state and local governments, and Texas libraries and librarians. The access to services through the Internet on our website, as well as e-mail access to our divisions, is a tremendous benefit to our customers. We expect to continue to upgrade and improve our website to make it easier to use and navigate.

We enhanced the Texas Records and Information Locator service (TRAIL) so that it will:

- Identify public information resources in state government
- Describe the information available in those resources
- Provide a direct link to that information
- Be available from a Z39.50 (information retrieval standard) server
- Quickly search for state grant opportunities

As more of our customers use electronic mail and the Internet, the number of requests for information and consulting services grows. Web-based registration for workshops has been a welcome service. In addition to online registration, customers automatically receive a confirmation notice and are able to see the list of registrants for each event.

As Internet and electronic services become more prevalent in the library community, the need for adequate technology training also grows. Our Continuing Education and Consulting (CE/C) Department staff aids in training Texas librarians in the use of various online and database resources. This department now includes three staff members well-versed in various aspects of technology. One and one-half consultants help librarians in the areas of telecommunications, integrated library systems, and web-based services. The third consultant specifically deals with various distance learning opportunities and technologies.

The CE/C Department already provides statewide access to library-related satellite videoconferences, in addition to a small selection of self-directed online training sessions of benefit to library staff. The CE/C Department is venturing into new territory in 2002 by offering interactive online courses on the implementation and management of network security in libraries.

The Telecommunications Infrastructure Fund Board is providing initial funding for Texas libraries to implement distance learning capabilities. Our staff is implementing a network-based video-conferencing system across the ten library regions. This system will allow us to develop a full range of web-based courses to offer to library staff, along with the opportunity to receive this needed training on essential topics wherever and whenever it is most beneficial to them. With the availability of this service within the agency, divisions can have face-to-face meetings with clients, provide continuing education to targeted audiences, provide consulting on a one-on-one basis, and provide monthly updates to their clients. The training and consulting staff of our State and Local Records Management Division, in particular, is planning a major expansion of its training services through the introduction of distance learning opportunities to our state agency and local government customers.

The 76th Legislature authorized public libraries to join TexShare, and we met the challenge, successfully integrating the TexShare academic library databases and Texas State Electronic Library public library database offerings. Now all public and academic library patrons have access to the same information-rich selection of databases. The service is available to authorized library users 24 hours a day, seven days a week. The 77th Legislature has added libraries of clinical medicine to the TexShare consortium, and we will meet that challenge by also making these information resources available to the health professionals that use those libraries.

Using the integrated library system that supports the web-based catalog, we have begun exporting MARC records of new items on the Texas State Document Depository shipping list. These records are sent to Texas State Document Depository libraries around the state. The records are then loaded into their catalogs, thus increasing public access to Texas state documents.

In addition to improving web-based information and services to our external clients, we are also improving our internal web-based information and communications for our employees by establishing a networked intranet environment. Employees are able to post, maintain, and access policy and procedural information with just a few clicks of a mouse.

The Library of Texas project, initiated with seed money from a Telecommunications Infrastructure Fund grant in FY01, will include:

- expanded online database service
- an Electronic Depository Program that will capture and preserve state government information that has bee produced in electronic format so that future generations can enjoy the same continuing access to electronic publications as they have with print publications.,

- a statewide information discovery tool to allow Texans in remote areas and in rapidly growing but underserved counties to find and use information resources from their desktops. The integrated interface will allow immediate and user-friendly access to these resources
- extensive training, employing distance learning technologies, to help librarians and their customers gain full benefit from these rich information resources.

OUR PARTNERSHIPS

The Texas State Library and Archives Commission utilizes partnerships and collaborations with other entities to strengthen our technology-based services and assist other state agencies.

The development and growth of commission services, such as TRAIL, continue to increase our liaison and collaboration with other state agencies. TRAIL organizes the wealth of electronic information produced by state agencies and academic institutions and enables users to find information about state government efficiently. The new grant-searching feature of TRAIL was a collaborative effort with the Governor's Office's State Grants Team.

The new Library of Texas initiative is a partnership program that was initiated through a grant from the Telecommunications Infrastructure Fund Board. Collaboration with the University of North Texas is bringing to realization two components of that project, the Electronic Depository Program, and the virtual library resource discovery tool.

We are also participating as a founding member in the Texas Archival Resources Online (TARO) Project. Funded by the Telecommunications Infrastructure Fund at a cost of over $200,000, the 18-month Phase I converted approximately 42,000 pages of archival finding aids from participating archival repositories into a format meant especially for the Internet. The project has established an online repository of archival resources for use by every Texan who has access to the Internet. The initial content of the repository will be a database consisting of collection descriptions, or "finding aids," that the member archives and libraries create to assist users in locating information in their holdings. In cooperation with the Library of Congress, the archival community has developed a standard method of creating online finding aids and this standard is being adopted by libraries, archives, and museums around the world are adopting this standard. Initially, this database will reside on a server at the University of Texas at Austin campus. Over 10,000 of the 42,000 pages of finding aids will be from the Texas State Archives. Other participants in the TARO project included: Harry Ransom Humanities Research Center, Center for American History, Benson Latin American Collection, Alexander Architectural Archives, and the Tarlton Law Library of the University of Texas; Texas A&M University; Rice University; University of Houston; and, Texas Tech University.

As one of its six member agencies, the commission also works with the Records Management Interagency Coordinating Council to study the technological aspects of records management. The council will be conducting a survey of state agencies in late FY2002 to determine what the most pressing issues are in the field of electronic record-keeping. The findings of the survey will help chart a course for the council in the future. The council will examine the feasibility of centralizing e-mail management in a statewide depository and will study the issue of state agency Web sites as records and how best they should be maintained and managed.

Presently we extend our web-based catalog to a limited number of state agencies for them to add their collections. These agencies include the State Law Library, the Texas Natural Resources Conservation Commission, Comptroller of Public Accounts (Technical Library), Texas Workers' Compensation Commission, and the Legislative Reference Library. These agencies also use other modules of our library automation system, such as circulation control, serials control, and cataloging. However, due to limited staff resources, and the diversity of the agencies' needs and collections, it is impractical to extend the service beyond the current group of agencies.

Partnerships allow us to accomplish more of our technology-based goals and strengthen the effectiveness of state government.

B. DEGREE OF AGENCY AUTOMATION AND TELECOMMUNICATIONS

The Texas State Library and Archives Commission supports mission-critical client-server applications and Web-based services, 25 servers, 200 desktop computers across two physical locations, a TCP/IP-based Ethernet local area network (LAN), and full service connectivity to the LAN, TEX-AN, and Internet. The Lorenzo de Zavala Building is connected to CAPnet via a fiber optic line which provides 10 megabits-per-second access. The State Records Center and Talking Book facilities at 4400 Shoal Creek Boulevard are each connected to the Lorenzo de Zavala Building by T-1 lines.

We maintain database applications to:

- support the operations and service of the Talking Book Program;
- support the management of the flow of records to and from state agencies;
- provide detailed financial information required to manage the agency's financial resources; and
- track the use of collections in the Archives and Information Services Division.

We also use the unified state systems provided by the Comptroller, including:

- Uniform State Personnel System for the management of personnel and payroll;
- Uniform State Accounting System for accounting and management of funds; and
- Uniform State Resources/Property Management for inventory control.

Consortium services include the Integrated Library System and the cataloging and Interlibrary Loan service.

We share our web-based catalog and the other modules of the integrated library system in a consortium arrangement with six other state agency libraries. Because of this arrangement, these state agency libraries are able to use the system for cataloging, retrieving, circulating and reporting on their collections at a very minimal cost. We use Unicorn library system software purchased from and supported by SIRSI, Inc. to provide these services.

Cataloging and Interlibrary Loan services are purchased from Online Computer Library Center (OCLC) and provide cataloging and other related library services for the agency and state agency partners.

LAN and Internet services include:

- our website that makes available collections of information from a growing number of libraries, state agencies, and commercial sources, as well as extensive indexes to the holdings in our various collections and value-added data compiled by staff;
- the Texas Records and Information Locator service (TRAIL), a commercial application to gather and index the electronic documents of all state agencies that are made available via electronic networks;
- electronic mail and network services; and
- desktop backup services for online backups of all systems on the network.

Currently, our Talking Book Program's automation staff are migrating the division's automated bibliographic and circulation system to a new server. This should increase database capacity and speed of operations. TBP staff have made great improvements in streamlining automated operations, particularly in the circulation unit. Staff in the reader services unit are working to improve telephone service to patrons, especially increasing the number of calls that reader consultants handle and reducing the number of calls turned away.

C. IMPACT OF ANTICIPATED TECHNOLOGICAL ADVANCES

Over the next five to ten years, all of the current services of the Texas State Library and Archives Commission will increasingly be performed and delivered electronically. These changes will affect not only how the agency does business, but will also affect the agency's client groups, their environments, and how they do business. For many organizations, information is a tool, and the shift from paper to electronic information is merely an improvement in their access to the tool. For libraries and archives, whose business is acquiring, organizing, storing, and providing information, the shift from paper to electronic information is both significant and crucial.

ACCESS TO INFORMATION

Technological advances will continue to create new opportunities and challenges for the commission in providing information to Texas citizens, state and local government, and Texas libraries and librarians.

Commercial, state and federal government publishing, and government record-keeping at all levels, will continue to move to online, network-accessible formats. State agencies have found it challenging to retain archival copies of state government documents that have been issued in electronic format. Pricing and licensing agreements with commercial publishers will remain unstable and difficult to negotiate for a number of years, until authors, publishers, etc., have established procedures and standards for online market behavior.

We continue to lack the resources both in terms of technology and sufficiently trained staff to permit us to accept from agencies electronic record keeping systems that contain archival state records. Consequently, to insure that agencies properly maintain such records, the Electronic Records Standards and Procedures as set forth in our Administrative Rules (13 TAC 6.91 – 6.99) were amended in 2000. The option to substitute paper copies for electronic state records, explicitly stated in the previous version of the rules, was removed. Electronic state records that have archival value must now be maintained by the creating agency, except as otherwise determined by the state archivist. They must be maintained through hardware and software upgrades as authentic evidence of the state's business in an accessible and searchable form.

As the public becomes more familiar with online resource discovery, there will be demand for broader access to library catalogs and a user-friendly way to cross search these catalogs. As public awareness of the rich resources available grows, so will demand for quick retrieval of these resources. We must be prepared to provide the technology to answer these demands.

Commercial, networked information providers are challenging the public libraries' information provider roles. Information needed for children's schoolwork, along with medical, legal, financial, and home maintenance information for adults, traditionally provided by public libraries, is already being provided by Internet businesses. Public libraries continue to develop their electronic roles. These roles include electronic publishing of community resources, providing support for distance learning, subsidized access to online information resources, continuing education, providing a place for people to do videoconferencing, and computer and web-based training. Assuring information access to Texans who currently don't have access to these resources at home or work continues to be a basic responsibility of public libraries.

EFFICIENCY OF OUR OPERATION

Improvements in Web-based technologies offer limitless opportunities to increase cost avoidance while streamlining agency procedures and maintaining a high level of customer service. As more services are moved to automated systems, and the business environment continues to shift to Web-based systems, the agency's human resources must also adapt to maintain effectiveness.

The need for direct intervention by reference staff to answer research inquiries is decreasing as a result of increased availability of network based information resources and services. Some of those staff will need to be trained in procedures to digitize original archival and library materials and to develop the databases and other online indexes designed to assist researchers in locating and accessing the digital images. Additional scanners and computers will be needed as well.

Over 90 percent of the public libraries in Texas have Internet connections, but increased bandwidth and sophistication of those connections is needed. As more people use the Internet to access services, the need for electronic services, training, and support increases, thus straining the agency's technical and human resources. Widespread connectivity will allow new methods of communicating among libraries and create opportunities for increased resource sharing, such as more effective interlibrary lending of paper materials, substitution of electronic for paper materials, shared subscriptions to online resources, and improved tools for statewide resource discovery.

NEW SERVICES

Technology offers us new and improved opportunities for service to our customers.

Connectivity of client groups continues to increase, and transactions with client groups are expected to increasingly shift from paper mail, telephone, and personal contacts to electronic transactions. Electronic discussion groups, online training, computer-based training, and, eventually, videoconferencing, will replace some meetings and workshops.

Within this biennium, Continuing Education and Consulting staff and our records management training staff expect to use the Web to provide additional information and learning experiences that would enhance current in-person workshops. Stand alone Web-based continuing education opportunities will also be created. Currently, we expect to purchase a web-based courseware software package that will allow for the creation of both real-time online courses and self-directed online courses. We will have the added capability to record the real-time sessions and convert them into streaming media that will be made available via our website.

Our Talking Book Program plans to create an online public catalog of its book collections. This catalog will be available on the Internet so that patrons may select books and view account information via home computers.

In the next few years, the National Library Service (NLS) for the Blind and Physically Handicapped will be making the conversion to digital recordings. Our Talking Book Program currently participates in NLS's Quality Assurance Program by submitting recordings from the Texas volunteer recording studio. As NLS moves into the digital age, our Talking Book Program will be participating in the conversion project by replacing equipment, training staff, and upgrading studio operations.

OUR PARTNERSHIPS

We will continue to embrace partnerships as tools to enhance our services to the citizens of Texas. Technological advances have enabled more productive collaborations between entities due to improved communications systems and software developments.

Network technology has opened up possibilities of shared services for client groups who where once served by separate agencies such as the Texas State Library and Archives Commission, Texas Higher Education Coordinating Board, and Texas Education Agency. These collaborations are expected to continue to flourish.

Partnerships will continue to play an important role in the conversion of documents to an electronic or Internet format. We anticipate continued involvement with initiatives like the Texas Archival Resources Online Project (TARO).

The University of North Texas Library has formed a partnership with the Office of the Secretary of State to preserve and make permanently available back issues of the *Texas Register*. We support this partnership as an exemplary model of interagency collaboration.

The work of the Library of Texas project will continue to build upon our current partnerships with the Telecommunications Infrastructure Fund Board and the University of North Texas in building a statewide mechanism for information access.

The Talking Book Program (TBP) is developing working relationships with other organizations and entities that serve a common patron base. These include governmental agencies, non-profit groups, and private organizations. TBP also is investigating ways in which its services could be offered through Texas public libraries.

D. DIRECTION OF AGENCY AUTOMATION AND TELECOMMUNICATIONS

The information resources strategy for the next five years will address the following:

- Adopt and maintain a Windows-based desktop as an agency standard;
- Increase user direct access to services via Web-based applications;
- Increase telecommunication bandwidth to support user direct access;
- Adopt and maintain the open-source Linux operating system as an agency standard;
- Continue implementation of security technologies and standards;
- Implement videoconferencing capabilities; and
- Adopt planning and training standards and technologies to maximize staff productivity.
- Continue implementation of in-house support systems to increase staff efficiency.

ADOPT AND MAINTAIN A WINDOWS-BASED DESKTOP AS AN AGENCY STANDARD

We successfully migrated to a Windows environment from Macintosh computers. The five-year migration was completed in 2001. We are upgrading desktops to Windows 2000 during the current biennium. Standardization has decreased the workload on the staff who support the desktop systems, allowing staff resources to be more efficiently used to support the overall network.

INCREASE USER DIRECT ACCESS TO SERVICES VIA WEB-BASED APPLICATIONS

The State and Local Records Management application currently allows state agency users to enter information related to the storage of their records over Internet-based e-mail. Migrating applications such as this to web-based systems will provide more and better services to users without increasing staff resources. External customers access the agency's networked services via the Internet; therefore, our emphasis on web functionality as an effective delivery method will continue to be a primary strategy.

Our Talking Book Program plans to make direct access to its in-house ACCESS system possible through the Internet so that patrons can select books and review account information on their own.

INCREASE TELECOMMUNICATION BANDWIDTH TO SUPPORT USER DIRECT ACCESS

The growth of commercial activities on the Internet results in users demanding more functionality through online services, creating a need for faster networked servers and increased network bandwidth. We currently receive telecommunications services (voice, data, and Internet) from the Department of Information Resources (DIR), Southwestern Bell, and Time-Warner Cable. Due to the implementation of TRAIL, the publication of more of our collections on the Internet, and the increased number of Internet users, the need for bandwidth to TEX-AN and the Internet has increased. The current installation of fiber optic access to these services will be modified from half-duplex to full-duplex, effectively doubling the available bandwidth. If necessary, the bandwidth can be expanded to 100 megabits, depending on the vendor's capacity to support this expansion.

ADOPT AND MAINTAIN THE OPEN-SOURCE LINUX OPERATING SYSTEM AS AN AGENCY STANDARD

We are moving away from vendor-specific UNIX and SCO and have adopted the open-source Linux operating system as an agency standard. The Linux operating system is more cost efficient and provides more hardware independence than UNIX and SCO. This move is reducing the hardware variations which the technical staff must support.

CONTINUE IMPLEMENTATION OF SECURITY TECHNOLOGIES AND STANDARDS

Our divisions continue to expand their use of the Internet to provide access to a growing number of applications and materials to external customers. External access to applications and services and increased electronic government transactions pose potential security threats to the integrity of the agency's information resources. Although most of our information is public information, effective methods of preventing unauthorized access or modification of agency information are required. We have implemented firewall technology and will continue to implement appropriate and effective security standards as provided by the Texas Department of Information Resources and implement effective technologies to ensure the safety of the agency's information resources.

IMPLEMENT VIDEOCONFERENCING CAPABILITIES

As connectivity of client groups increases, more transactions with client groups will shift from paper mail, telephone, and personal contacts to electronic transactions. Electronic discussion groups, online training, computer-based training, and, eventually, videoconferencing will replace some meetings and workshops. Videoconferencing will become a key method of delivering client group training for some of the agency's programs. During this biennium we are partnering with the Telecommunication Infrastructure Fund Board and the Texas libraries to implement a videoconferencing system across the library regions. This system will have significant positive impact on the availability of training for librarians across the state.

ADOPT STANDARDS AND TECHNOLOGIES TO MAXIMIZE STAFF PRODUCTIVITY

In recent years we have continuously increased the number of automated processes, applications, and services, as well as the number of desktop computers and network devices we use to manage these services. Our client groups are increasing in number, as well as their level of technical and Internet sophistication; therefore, expectations for expansion of Web-based services are high and continue to increase. The authorized FTEs in the Information Resources Technologies Division, however, has increased by only two positions. By implementing standards the IRT staff is able to plan, implement, and support new technologies, and maximize the efficiency of staff resources.

Networked technology has become a necessity for doing business. The reliability of this service is critical. To help ensure that network resources are consistently available, IRT staff are replacing obsolete equipment according to a planned schedule, implementing security standards, and ensuring that adequate capacity exists to effectively manage the shift to Web-based services.

CONTINUE IMPLEMENTATION OF IN-HOUSE SUPPORT SYSTEMS TO INCREASE STAFF EFFICIENCY

While many of the accounting procedures are automated, we need to implement an integrated procurement process, from identifying a need through disposing of property. We will participate in the statewide E-Procurement system when that system is fully operational. In the meantime, we will implement an interim automated system that integrates purchase requisitions, purchase orders, purchase vouchers, and accounting data. This networked system will improve efficiency, speed the payment process, and eliminate data entry errors.

We will research options for moving from an antiquated manual inventory system to a more efficient bar code system. We have property located in three separate facilities, and the manual system is time consuming and cumbersome. Many state agencies have implemented this type of system and have realized savings in terms of staff time and reduction in lost and/or stolen items.

DEVELOP WEB-BASED ACCESS TO RECORDS INFORMATION FOR STATE AGENCIES

Our State Records Center currently stores over 325,000 hard copy records and over 350,000 microfilm reels or microfiche for state agencies. Records in storage are tracked through Auto-Rec, a database application developed in-house. While the application has served us well, it lacks the functionality to permit state agencies to directly access information concerning their records stored at the center. The State Council for Competitive Government recommended and our state agency customers are requesting that we acquire and implement such access capability. Staff of our State and Local Records Management Division and our IRT Division will study and assess commercially available software systems with a view to migrating data from Auto-Rec to a database application accessible by our customers through the Internet. Since much of the time of staff of our State Records Center is currently spent in providing information to state agencies about their stored records, an accessible database system would free up staff time for the expansion of our services in other directions.

IMPACT OF FEDERAL STATUTES AND REGULATIONS

A. HISTORICAL INVOLVEMENT OF FEDERAL GOVERNMENT

In 1931 Texas became one of the first states to affiliate with the newly formed National Library Service (NLS) for the Blind and Physically Handicapped, a division of the Library of Congress in Washington, D.C. Today, using recorded cassette and Braille books, catalogs, special playback equipment, and a Braille database supplied by NLS, the Texas State Library and Archives Commission's Talking Book Program serves almost 21,000 Texans who would not be able to enjoy books without this vital service.

From 1956 through 1998, the commission received federal funds under the Library Services Act and its successor, the Library Services and Construction Act (LSCA), to assist local public library development. Federal funds were used to advance a statewide interlibrary loan system, fund the Texas Library System, provide grants for public library construction and renovation, promote library services to the disadvantaged, promote interlibrary cooperation and resource sharing, and support other projects to improve library service statewide. In 1996, the Library Services and Construction Act was replaced by Public Law 104-208, the Library Services and Technology Act (LSTA). LSTA consolidated all federal support for libraries into one piece of legislation and moved library funding out of the U.S. Department of Education to a newly organized Institute of Museum and Library Services (IMLS). While several projects funded under LSCA continued with LSTA funds, the new Act placed greater emphasis on programs that support technology in libraries, promote cooperative efforts among all types of libraries, and that support library services to people of diverse geographic, cultural, and socioeconomic backgrounds. Programs funded with LSTA began in FY 1998.

In 1964, TSLAC was designated as a regional depository for federal documents, in accordance with 44 United States Code 1912. This agency is one of only two regional depositories in the state, and serves the 70 Texas libraries that are selective depositories. Selective depositories are libraries which receive only a portion of documents distributed by the Depository Library Program of the U.S. Government Printing Office and retain the documents for a limited period of time. Regional depositories receive all publications distributed through the Depository Library Program and retain them permanently.

The Schools and Libraries Universal Service Program (commonly called E-Rate) was established as part of the federal Telecommunications Act of 1996 with the express purpose of providing affordable access to telecommunications services for all eligible schools and libraries, particularly those in rural and inner-city areas. This federal program provides discounts of 20-90 percent on telecommunications services, Internet access, and internal connections. Since 1997, Texas public libraries have been required to submit a technology plan to TSLAC for approval in order to be eligible to receive the federal discount. Agency staff provide assistance to public libraries in developing, revising, and certifying the technology plans, and insuring that libraries are aware of the available discounts. In FY1999, 124 public libraries received $1.5 million in discounted services. In FY2000, 143 public libraries received $1.9 million. In FY2001, 171 libraries received $5,613,996.61.

B. DESCRIPTION OF CURRENT FEDERAL ACTIVITIES

Under LSTA, federal funds can comprise only 66 percent of program costs, and require a 34 percent matching investment. Administrative costs are limited to four percent of federal funds received; the remaining 96 percent must be used for direct projects or grants. In FY2000 and 2001, agency staff participated in training to learn outcome-based evaluation methods and will begin applying those methods to selected grant projects during FY2002.

All projects funded by LSTA are described in our LSTA five-year plan, 1998-2002, and have been approved by IMLS. A five-year evaluation of LSTA funded projects in Texas is due to the Institute of Museum and Library Services by April 30, 2002. In addition, we are working with stakeholders statewide to craft a new five-year LSTA plan covering FY2003-2007.

As one of 53 regional depositories for federal government publications in the nation, the Texas State Library and Archives Commission permanently maintains and provides free access to more than 1.4 million items produced by the federal government. These items are distributed by the U.S. Government Printing Office under authority of the Depository Library Act. As a regional depository, we must meet minimum standards for maintaining these documents. Periodic on-site visits are made to review TSLAC's collection and services.

Technology is changing the role of government depository libraries. Regulations and amendments to the Paperwork Reduction Act, Printing Act, Depository Library Act, and the Government Printing Office Electronic Information Access Enhancement Act of 1993 (Public Law 103-40) have extended the definition of government publications beyond paper formats. The federal government is now providing an increasing amount of information in electronic formats, and often publishes exclusively in electronic form.

In December 1996, the Government Printing Office (GPO) issued their *Study to Identify Measures Necessary for a Successful Transition to a More Electronic Federal Depository Library Program* as required by legislation. In this document, GPO outlined several principles fundamental to a depository library system, regardless of format. These principles include:

- The government has an obligation to guarantee the authenticity and integrity of its information.
- The government has an obligation to preserve its information.

The study set a number of goals to insure that electronic government resources receive treatment similar to other formats. The study also called for an increased investment in federal depository libraries to guarantee continuing public access to electronic resources.

The migration to electronic resources has skyrocketed in Texas government. Almost all state agencies have Web sites, and many publications are issued on the Internet instead of in print. Some agencies are dropping print publication altogether in favor of online distribution to reduce publication costs and increase access to the information.

The agency's Texas Records and Information Locator service (TRAIL -- www.tsl.state.tx.us/trail) provides public access to the electronic publications issued by Texas state agencies. The Electronic Depository Program (EDP) currently in development as part of the Library of Texas Project will expand TRAIL to insure that public access is both complete and enduring. EDP will harvest the content of Texas State agency Web sites, extract and index descriptive information about that content, and securely store the original electronic files. This digital preservation will afford Texans permanent and comprehensive access to state government resources.

On January 25, 2002, the Federal Communications Commission (FCC) released a Notice of Proposed Rulemaking (NPRM) and Order, FCC 02-8. This NPRM initiates a review of certain rules governing the universal service support mechanism for schools and libraries. The goals of the NPRM are as follows:

- To consider changes that would fine-tune FCC rules to improve program operation;
- To ensure that the benefits of this universal service support mechanism for schools and libraries are distributed in a manner that is fair and equitable; and
- To improve FCC oversight of this program to insure that the goals of section 254 are met without waste, fraud, or abuse.

Comments on the NPRM were due on or before April 5, 2002 with reply comments due on or before May 6, 2002. We are following this rulemaking process and will take appropriate action in response to any changes enacted.

The federal Children's Internet Protection Act (CIPA) was signed into law in December 2000. Under CIPA, no public library could use Library Services and Technology Act (LSTA) funds or receive federal Universal Service (E-Rate) discounts unless it certified that it was enforcing a policy of Internet safety that includes the use of filtering or blocking technology. The American Library Association, joined by the American Civil Liberties Union, challenged the CIPA legislation, and on May 31, 2002, a three-judge panel ruled in favor of the American Library Association.

The judges, sitting in the Eastern District of Pennsylvania ruled Sections 1712(a)(2) and 1721(b) of the Children's Internet Protection Act to be facially invalid under the First Amendment and permanently enjoined the government from enforcing those provisions. The Court's action prohibits the Federal Communications Commission, which administers the E-Rate Program, and the Institute of Museum and Library Services, which administers the Library Services and Technology Act, from withholding funds from public libraries that have chosen not to install filtering software on computers. Thus, public libraries are not required to install filters on their computers in order to receive funds from either of these agencies.

C. ANTICIPATED IMPACT OF FUTURE FEDERAL ACTIONS

LSTA expires on September 30, 2002, and is being considered for re-authorization by Congress. If LSTA is not re-authorized, this would mean Texas libraries would lose approximately $10 million of federal funding each year.

The Government Printing Office continues to move toward a more electronic federal depository library program; the number of paper products will continue to diminish. Increasingly libraries will be required to purchase robust telecommunications and Internet access services, and provide more computer hardware and software to meet public demand for access to networked government information.

Depository libraries continue to serve as centers for access to federal government information. The federal Depository Library Program provides access to both print and electronic publications not widely available.

The Government Printing Office (GPO) has recently begun developing a system for providing permanent public access to electronic versions of federal government information. Participants involved in the development include government agencies, the National Archives, and the depository library community.

GPO will continue to distribute electronic items through the depository program. The Library and Archives Commission currently owns more than 2,000 such items. Besides storage requirements to provide the service, the agency must also provide adequate computer workstations for the public to use while accessing the information. The minimum requirements for public workstations issued by GPO continue to reflect the cutting edge of technology and will require the agency to upgrade hardware and software periodically to meet the requirements.

OTHER LEGAL ISSUES

A. IMPACT OF ANTICIPATED STATUTORY CHANGES

The Uniform Computer Information Transactions Act (UCITA) is a draft state law for contracts relating to software and other forms of computer information. It has the potential to profoundly transform the way in which software is licensed and to limit the copyright protections consumers now enjoy when purchasing software. The law was passed in July 1999 by the National Conference of Commissioners on Uniform State Laws and referred to the states for possible enactment by state legislatures. The legislation was considered by the 77th Texas Legislature in the form of SB 709 and the companion HB1785. Due to a significant amount of opposition, those bills were never passed out of their respective committees. Passage of UCITA by a majority of states would alter the relationship between software vendors and consumers. UCITA is intended to govern all contracts for the development, sale, licensing, maintenance, and support of computer software, including contracts for information in digital form, such as electronic books. For the Texas State Library and Archives Commission and other Texas libraries, UCITA would mean higher costs and greater restrictions on information purchased in digital form. We anticipate that similar legislation will be introduced for consideration by the 78th Texas Legislature. If the legislature invites the agency to submit a Fiscal Note on proposed legislation in the next session, staff will identify the anticipated cost increases.

B. IMPACT OF CURRENT AND OUTSTANDING COURT CASES

The Children's Internet Protection Act (CIPA) was signed into law in December 2000. Under CIPA, no public library may use Library Services and Technology Act (LSTA) funds or receive Universal Service (E-Rate) discounts unless it certifies that it is enforcing a policy of Internet safety that includes the use of filtering or blocking technology. This Internet Safety Policy must protect against access, through computers with Internet access, to visual depictions that are obscene, child pornography, or (in the case of use by minors) harmful to minors. The library must also certify that it is enforcing the operation of such filtering or blocking technology during any use of such computers by minors. For E-Rate, the law was effective July 1, 2001, and for all future years. For LSTA funds, FY2003 funds are the first to be affected. Libraries using LSTA or E-Rate funds only on Telecommunications Services are excluded from the requirements of CIPA.

The American Library Association and the American Civil Liberties Union have challenged the CIPA legislation. That court hearing is scheduled for March 25, 2002.

C. IMPACT OF LOCAL GOVERNMENT REQUIREMENTS

Local governments continue to be more aggressive in their attempts to recover indirect costs from state and federal grants, resulting in higher administrative costs in grant programs. This also reduces available funds for improving local library services. Additionally, an increasing number of cities and counties are questioning the value of applying for grants due to the perceived increase in staff time to apply for, implement, and report on grants.

The 76th Legislature (1999) amended the law related to the formation of library sales tax districts. This law authorized local entities to approve local taxes to establish library service. Nine tax districts have been established in Texas: Westbank (Austin-West Lake Hills), Salado, Wells Branch (Austin), Benbrook, Dripping Springs, Wimberley, Canyon Lake, Forest Hills, and Bulverde. More communities are exploring the library tax district as an option, and continue to request assistance from TSLAC staff to understand the law and the establishment process it enables.

SELF-EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT

A. MEETING LEGAL REQUIREMENTS AND SERVING CRITICAL POPULATIONS

LIBRARY RESOURCE SHARING

In 1997 the 75th Texas Legislature moved the administration of the TexShare academic library resource sharing consortium from the Higher Education Coordinating Board to the Texas State Library and Archives Commission. The Legislature later expanded TexShare to include public libraries (1999) and libraries of clinical medicine (2001). Recognizing a need to deliver quality information content to Texas citizens, the Telecommunications Infrastructure Fund (TIF) Board awarded a grant to the commission for the implementation of the Library of Texas Project, allowing us to expand resource sharing services. This expansion increased the savings that resource sharing generates for Texas libraries from $10 million dollars in FY1999 to over $150 million in FY2001. We need additional staff to realize the full potential of these resource sharing initiatives for the libraries of Texas. We will also need funding from the Legislature to continue these services after the TIF grant expires in FY2003.

SCHOOL LIBRARY STANDARDS

Under Education Code, §33.021, the Texas State Library and Archives Commission, in consultation with the State Board of Education, developed and adopted standards for school library services in 1997. The goal of *School Library Programs: Standards and Guidelines for Texas* is to maximize a school's effectiveness in teaching students the skills needed to become dedicated lifelong learners.

In response to changes affecting the state's school libraries and based on a recent study of Texas school libraries and their impact on student achievement, these standards are currently being revised. *Texas School Libraries: Standards, Resources, Services, and Students' Performance*, published in 2001, measured the effect of school library activities, resources, and services on students' TAAS scores and made recommendations for revising the standards. (The full report may be found at www.tsl.state.tx.us/ld/pubs/schlibsurvey/index.html.) We presented the findings to librarians throughout Texas and to the National Commission on Libraries and Information Sciences at a national hearing on school libraries held in Cincinnati, Ohio.

In cooperation with the Texas Education Agency, TSLAC's director appointed members to eight committees to revise the school library standards. Committees are accomplishing their work through teleconferences, e-mail, in-person meetings, and an electronic listserv and a web site. The committees are due to submit the revised standards to the Texas State Library and Archives Commission and the Texas State Board of Education in November 2002.

In December 2002, Congress re-authorized the Elementary and Secondary Education Act. The legislation includes authorization of $250 million for school library resources. This is the first federal funding earmarked for school libraries since 1965. Studies on the effect of school libraries on student achievement, including our *Texas School Libraries: Standards, Resources, Services, and Students' Performance*, were used to support the need for federal funding for school libraries. Improvements in school libraries have also been a focus of President George W. Bush. The Texas Education Agency will receive these funds for distribution to Texas school libraries. The resources purchased will enable administrators to bring school libraries into greater compliance with *School Library Programs: Standards and Guidelines for Texas*.

TALKING BOOK PROGRAM

Texans who qualify for service from our Talking Book Program because of visual, physical, or reading disabilities comprise a critical underserved population. At current levels of staffing and funding, our Talking Book Program can only serve about eight percent of the estimated eligible population. Increased funding for travel and outreach is necessary to promote the service throughout the state. Currently, only one staff member is available to do this promotional work and is asked to serve the entire state. In order to improve response times and expand the scope of the service, we also need more staff to assist patrons with reading requests and to duplicate recorded materials on demand.

LOAN STAR LIBRARIES PROGRAM

Local communities are unable to provide the resources needed to meet the increasing library needs of their citizens. Local communities already provide almost 95% of library funding in Texas. As populations grow and needs for technology access and training increase, library budgets remain static. Particularly in rural and impoverished areas, public libraries are in a funding crisis.

The Loan Star Libraries Program of direct state aid to public libraries was included in TSLAC's FY2002-2003 budget. The appropriation of $2.9 million has been awarded to 517 eligible public libraries. Loan Star Libraries Program funds will be used to improve and expand library services.

One quarter of the funds appropriated is divided equally among the eligible public libraries. The remaining three-quarters of the funds are distributed as a match on each local dollar spent for the operation and maintenance of the public library, with incentives to encourage libraries to offer statewide access.

FRIENDS OF LIBRARIES AND ARCHIVES OF TEXAS

In 2001 we created a non-profit organization, the Friends of Libraries & Archives of Texas, to support our statewide library and archival services that benefit all Texans. The Friends advocate and promote our services and fundraise to expand those services. The group also fosters the development and growth of local groups in support of local libraries and archives in Texas.

The Friends made their first important donation to the Texas State Library and Archives Commission in December 2001. The $4,500 donation will accomplish two initiatives: the preservation microfilming of a popular group of records in the Texas State Archives, the Convict Record Ledgers 1848-1954, and the installation of a computer kiosk in the lobby of our main facility, the Lorenzo de Zavala State Archives and Library Building.

While we consider the group still a fledging in terms of capital and membership, the future of the Friends is promising, and we anticipate a growth in its level of support over the next several years.

B. AGENCY CHARACTERISTICS REQUIRING IMPROVEMENT

NEED FOR HUMAN RESOURCES DEVELOPMENT

The increase in the Library Assistant and Librarian job classification in 1999 has helped us stay more competitive in this market, but the entry-level salary for professional librarians is still less than that recommended by the Texas Library Association ($25,932 vs. $30,000).

NEED FOR EFFECTIVE COLLABORATION WITH CONSTITUENT GROUPS

The State Library and Archives Commission communicates effectively with its client groups. We continue, however, to seek even greater interaction with citizen groups, professional associations, and our clients and advisory committees that help form ties and alliances for support of our initiatives.

One of the roles that TSLAC fulfills is that of Facilitator. As such, we actively encourage cooperation and linkages between and among different types of libraries, among governments at all levels, and between other members of our public and ourselves. These interconnections, through electronic networks, advisory committees, supportive organizations, and personal relationships, are invaluable to our mission. We are pursuing additional opportunities for collaboration with public and private organizations in an effort to better serve our clients. Examples include partnerships with the Bill and Melinda Gates Foundation, the Summerlee Foundation, the Telecommunications Infrastructure Fund Board, the Tocker Foundation, and Libraries for the Future.

Our Talking Book Program is working to resurrect natural alliances with allied state agencies, such as the Texas Commission for the Blind, and groups and organizations in order to promote this service more broadly to potential clients. TBP staff are seeking opportunities to work with non-profit groups, such as the Library Users of America and the National Federation of the Blind, to explore means to enhance our services.

C. KEY OBSTACLES

SPACE

Archives and Information Services

The most critical challenge to the successful realization of many of the public records goals and objectives of the Texas State Library and Archives Commission is the inadequacy of our headquarters at the Lorenzo de Zavala State Archives and Library Building at 1201 Brazos Street in Austin. In particular, the growth, value, and use of the historically valuable archival collections of Texas are severely compromised by the lack of stack space in the existing building.

Due to a lack of secure storage space in our headquarters, approximately 12,000 cubic feet of archival records are stored at our State Records Center — and the figure increases monthly. The State Records Center was not designed to be and is not an acceptable repository for the preservation of permanent records. Given the current rate of accessioning records of known or potential archival value, the allocation of space for archival records will begin hindering the ability of the State Records Center to carry out its primary objective, providing low-cost storage of the semi-active, non-permanent records of *all* state agencies. Because we are required by law to recover the costs of our records storage services, our Archives and Information Services Division must pay our State and Local Records Management Division for storage space. These charges currently amount to almost $35,500 per year, a figure that will continue to grow, putting further strain on an already inadequate budget for our Archives and Information Services Division.

Work areas for staff to arrange, describe, and carry out minimal preservation treatment efforts are cramped and inadequate. Our long-standing goal to use volunteers to assist with some of those efforts continues to go unfulfilled because of lack of workspace. In addition, almost no secure storage space remains at our Sam Houston Regional Library and Research Center in Liberty. The short-term problem is a lack of shelving, which is an expensive commodity.

Problems with preserving documentary heritage are not confined to Texas. But legislatures throughout the nation, confronted with the same challenge, have authorized funding for new or expanded facilities and much needed staff. We believe that sooner, rather than later, Texas must do the same or risk causing irreparable damage to our efforts to preserve its history.

Talking Book Program

Our Talking Book Program is also hampered by a shortage of space. On a practical level, there are problems having the program scattered over three floors in our headquarters at the de Zavala building, as well as having half of the program's staff located at the State Records Center on Shoal Creek. Operations in the Lorenzo de Zavala building are crowded, especially in the volunteer recording studio, the cassette duplication workroom, and the Disability and Information Referral Center. Staff employed at the program's Shoal Creek location, as well as active community volunteers, compete for work space and restroom facilities. Inadequate accommodations mean a loss of scheduling flexibility for both staff and volunteers and inhibit the growth of the volunteer program, especially as the efforts of our volunteers are critical to meeting our goals. The fact that staff are located in two separate facilities poses challenges for communication, staff sharing and training, and mutual problem solving.

STAFFING

The volume of demand for services exceeds the ability of our staff to deliver them, despite ongoing improvements in productivity.

Archives and Information Services

The historic understaffing of our Archives and Information Services Division undermines our ability to carry out activities related to our core role of Preserver. With limited staff, we must assign priorities to meet pressing demands. Records are prepared for research as resources permit. Part of the preparation process includes identifying records determined to have no long-term value so that they can be deaccessioned and destroyed. The backlog is growing faster than our staff can address. We no longer perform preservation treatments on fragile historical documents. Delaying description and forgoing preservation, two central functions of an archive, are unfortunate, but necessary choices given the current level of funding.

From 1996 until the end of FY 2000, three archivists were assigned to thoroughly analyze and appraise existing records housed at state agencies. The project's intention was to forestall the transfer to the State Archives of state records without long-term value, thereby decreasing dependence on our State Records Center for storage. For the most part, however, state agencies were unable to provide the archivists with accurate information about their records. Our appraisal archivists are now concentrating on records transferred to the State Archives. Record series are analyzed for their long-term value as resources permit. Appraisal on a series-by-series basis is far from ideal. Each record series stands alone without complete knowledge of its relationships to other record series from the same agency or from other agencies performing somewhat similar functions. It is likely that the State Archives is retaining more records than is truly necessary. If we are not allocated additional staff soon, we may be forced to require that state agencies retain such records themselves, and bear the costs of their ongoing maintenance, preservation, and access. In addition to imposing a serious financial burden on state agencies, such a situation could easily result in information of enduring value being lost due to accidental or deliberate destruction.

The documentation of electronic records of archival value is almost nonexistent. Agencies continue to create complex relational databases, geographic information systems, and other increasingly sophisticated electronic records. To insure the preservation of electronic records of long-term value, records retention requirements must be addressed in the planning and design stages of new information systems. Agencies need assistance in determining what has archival value and should be transferred to the State Archives for permanent retention, and what should be retained permanently in the agency, in accordance with requirements for their storage and access as determined by the commission. Our Archives and Information Services Division does not have enough trained professional archivists to identify and appraise those systems. Further, we do not possess the necessary hardware and software to permit the transfer of and access to the content of those information systems.

Library Development

Inadequate staffing levels also limit the ability of our Library Development Division to deliver services at a level that meets the needs and expectations of our customers. The use of distance learning technology has not reduced the level of staffing needed; if anything, it has had the opposite effect. For example, when we provide access to videoconferences purchased from third party vendors at multiple sites around the state, the participants in distant sites require additional support, not only in the form of coordination and instructional materials, but also with subsequent information, advice and guidance. We currently support 12-20 videoconference sites, but as technology becomes available in more locations, our clients expect us to offer the programs at those locations as well. Our Library Development Division staff is also coordinating more training opportunities for our Library Resource Sharing Division in support of programs for public and academic libraries and the Bill and Melinda Gates Foundation grants. These grants will bring an estimated $12 million to Texas public libraries, but require our support. We simply lack the staff to provide these services at a level that meets customer expectations.

Library Resource Sharing

Our Library Resource Sharing program implements technical innovations to improve access to information by its constituent libraries. Much of this innovation comes at a high cost in terms of personnel, of computer resources, and of dollars. Consulting with librarians to provide statewide access to the shared database subscriptions takes hours of staff time. When the Library of Texas is in place, which will permit statewide cross-catalog resource discovery, these needs will increase exponentially. Our staffing level needs to grow as participation in these resource sharing programs grows.

State and Local Records Management

While interest in records management has grown steadily over the last decade in Texas governments and the records management needs of those governments have continued to grow more complex as a result of the use of electronic records, the number of records managers on our staff remains static at six. These staff members are expected to provide assistance and training to approximately 254 counties (some 9,000 local governments) and nearly 200 state agencies.

Local governments, in particular, are in need of both basic and advanced records management assistance. Due to constant turnover of elected officials and declining tax revenues in small and medium local governments, local officials are rarely able to come to Austin to attend training classes. We will attempt to increase the number of regional training classes we conduct and to develop and offer more distance learning opportunities through the use of videoconferencing and web based learning. There will remain, however, a strong and steady demand for on-site assistance. While the lifting of the in-state travel cap in FY2002 provides us with opportunity for increased assistance, the number of staff we can employ limits our ability to take full advantage of the opportunity. When staff travels to local jurisdictions, they do so at the expense of services they can offer to state agencies. We are simply unable to meet all the demands and needs for our services, and those that are met are often not as timely as they should be.

Talking Book Program

The Talking Book Program also has difficulty meeting client needs because of inadequate staffing levels. We experienced a staggering 72 percent increase in circulation between FY1991 and FY1999. Staffing for the program, however, remained static throughout that period. The increase in circulation is due to automation enhancements, the extensive use of volunteers, and the streamlining of work procedures, all of which enable staff to accomplish work more efficiently.

In FY2001, the Talking Book Program served approximately 8 percent of the population eligible for service, and 44 percent of the calls from patrons attempting to reach our reader consultants received a busy signal. The inadequate number of staff available to interact with patrons, duplicate copies of high-demand cassette materials, and coordinate circulation of books and magazines limits service growth. Our patrons may go unserved or discontinue use of the program because they are unable to communicate with our staff. Technology has streamlined workflow, but the human element is critical in the services we provide to our Talking Book Program patrons. Those we serve through the program often feel isolated from their communities because of lack of sight or other disabilities, and require and deserve a human voice to assist them.

RELIANCE ON AUTOMATED INFORMATION RESOURCES

The Texas State Library and Archives Commission has become increasingly reliant on computing and telecommunications technologies; some service delivery cannot function adequately without them. The investment in information technology and networks has improved internal communication and enhanced productivity. Increasingly staff who have field assignments rely on the availability of a "virtual office" to support their efforts so that they are never out of touch with resources that can help them offer better service to our customers.

Dependence on TSLAC as a gateway to electronic information requires computer systems to be us and reliable 24 hours a day/7 days a week. Increased resources are needed to support continuing education of our staff and to upgrade current hardware and software technology.

The Library of Texas Project, once in place, will require access to broadband technologies and to hardware on which to run programs and store information.

PLANNING AND BUDGETING

We continue to seek the most effective way to allocate existing resources. In some cases, formula-funded grant programs have created stakeholder groups that influence continued funding through their advocacy. While sensitivity to constituent needs is valuable, it can produce stagnation or a failure to address new needs when new revenue is not available. Because of their tendency to evolve into entitlement programs, formula programs tend to be incompatible with effective program evaluation.

Dramatic changes have taken place in the basic federal structure for supporting library services. The 40-year-old Library Services and Construction Act expired in 1996 and was replaced by new legislation, the Library Services and Technology Act. The new Act shifts the emphasis to using technology to provide networked and collaborative services, and to develop services for underserved populations — especially children living in poverty. These priorities are appropriate, and we must dramatically adapt our traditional programs for assisting most public libraries to align more effectively with these new priorities. The expansion of the federal program from exclusively public libraries to *all* libraries reinforces the recent direction of state programs. As a result, we have become increasingly active with the academic and school library communities. In short, the commission is in a transitional period that will require careful planning as we expand our client base and restructure our programs accordingly.

One way we have already expanded our client base is through the TexShare library resource sharing consortium which brings together public libraries, academic libraries, and libraries of clinical medicine. The success of this program has prompted other types of libraries to request participation in the program, but current legislation and funding has limited our ability to expand participation in the program. We must find creative ways to forge partnerships with governmental libraries, school libraries, and other nonprofit libraries to realize the benefits of cost management and efficiency that are achieved when libraries work together and share resources.

D. OPPORTUNITIES

Although faced with many obstacles, we will avail ourselves of numerous opportunities to provide an expanded array of services to our diverse client groups, enhance and improve the effectiveness of our operations, and play a more active role in state government in general.

ENHANCE STATEWIDE SHARING OF LIBRARY RESOURCES

In 1997, the Legislature shifted responsibility for the TexShare library consortium to the commission, which prompted us to establish a new division to coordinate and manage statewide library resource sharing activities. The Legislature added new types if libraries to the consortium in 1999 and 2001. We now operate networked resource sharing initiatives for three distinct constituencies: public libraries, academic libraries, and libraries of clinical medicine. The Texas Education Agency operates similar programs for school libraries. As the sole state agency concerned predominantly with library issues, resources, and services, we are involved in joint planning efforts to better coordinate and develop these separate programs and to ensure the most effective use of limited state resources.

We are developing a system to allow Texans, no matter where they live, to locate the information materials they need. The Library of Texas will allow all residents of the state, in one online session, to identify and locate holdings in libraries and other information repositories statewide. We speed delivery of materials to all Texans through effective use of high-tech and traditional infrastructures. A statewide interlibrary loan system utilizes online catalogs and communications systems already in place to encourage library-to-library lending. Our TexShare courier provides faster delivery of these interlibrary loan services statewide, and yields cost savings for academic and public libraries across Texas. Our TexShare card program encourages direct lending of library materials to users that need them while setting up parameters that protect the participating libraries from burdensome loss of materials. The combined efforts of the Library of Texas Project with our interlibrary loan system will dramatically expand the number of persons served by libraries and the number of informational materials provided to Texans, while decreasing the cost per book and other library materials provided.

ENSURE LIBRARIES HAVE THE TELECOMMUNICATIONS INFRASTRUCTURE THEY NEED

Libraries of all types find it increasingly difficult to provide the range of information products and services that their clients need, without reliable and affordable access to broadband telecommunications services. The commission has worked closely with the Telecommunications Infrastructure Fund (TIF) Board to advance programs of support for the development of information infrastructure for libraries. To date, the TIF Board has provided $14 million for 592 public library locations, both for initial funding of technical infrastructure and for enhancing existing infrastructure. Approximately 90-95 percent of the public libraries in Texas had Internet access by 2001. By the end of the current grant cycle, every public library that desires Internet access will have had an opportunity for TIF funding.

Similarly, grant programs for community college connectivity provide more robust Internet access and technical infrastructure for every academic institution in the state. Commission staff played an active role in working with the TIF Board to develop these programs.

The Federal Telecommunications Act of 1996 established a federal Universal Service Fund (USF), an important program of support for discounted telecommunications rates for schools and libraries. Commission staff provided information and assistance to libraries seeking to benefit from this new program by providing workshops and information on the complex application process. We also accepted responsibility for approving the technology plans that are required for every applicant under the USF program. Further development of this program will require consistent staff involvement to assist libraries in maximizing the benefits of these discounts.

PROVIDE INFORMATION THROUGH THE INTERNET

Since 1994, the commission has provided an effective public gateway to electronic information, including federal and state government information and commercial information databases. The TexShare online database service is a good example of the effectiveness of these services. Since FY1994, we have provided one-stop access to commercial full-text databases that enable public and state agency librarians to better serve their clients. Expanded through the TexShare and Library of Texas initiatives to include academic libraries and libraries of clinical medicine, this service now provides over 6,000 full text journals, over 60,000 primary source documents, and over 18,000 e-book titles. The availability of these storehouses of knowledge in even the smallest, most remote communities enables rural Texans to use resources that were formerly available only in large, research libraries.

The Texas Records and Information Locator (TRAIL) is another example of our effective delivery of electronic library services. Launched in response to a legislative mandate to index and enhance access to state agency publications, TRAIL is a comprehensive source for state government information, regardless of format. TRAIL indexes and provides searching of more than 8,000 Texas state electronic resources, from more than 200 state agencies and 30 state colleges and universities. This effort has been expanded to include a special search feature that allows users to quickly locate state grant monies to fund their business, educational, artistic, and other useful endeavors.

Realizing that everyone deserves access to both current and historic governmental information, the TRAIL service is being enhanced by the addition of an Electronic Depository Program (EDP). The EDP will capture and preserve state government information that has been produced in electronic format so that future generations can enjoy the same continuing access to electronic publications as they have with print publications.

Through TexShare and the Library of Texas Project, we have an opportunity to expand and integrate electronic services, including TRAIL and over sixty electronic information databases. By collaborating with other libraries and electronic information providers across the state, we can help build a comprehensive electronic library all Texans can use effectively — anytime and anywhere.

Our Talking Book Program offers two important services via the Internet to its patrons — the National Library Services' public access catalog of available books and magazines and Web-Braille, a collection of over 4,000 Braille books, magazines, and musical scores.

USE OF TECHNOLOGY TO IMPROVE ACCESS AND PRESERVATION

Continuing advancements in information technologies, particularly in the area of digital imagery, offer libraries and archives new preservation and access opportunities. The ability to transmit digital images of unique and valuable archival resources over communications networks to users — on-site as well as at distant locations — without any wear or possible damage to the original items contributes significantly to their long-term preservation and availability.

Realizing the potential benefits of this technology, and in keeping with our long-standing efforts to make increasing numbers of our information resources directly accessible via the Internet, we reallocated existing resources in FY2000 to allow the creation of a new Digital Imaging Specialist position. As a result, by the end of FY 2002 we expect to have more than 200,000 digital images of original archival materials available on our web site.

One impact of our efforts to provide Internet access to digital images of our archival holdings, as well as links from our web site to other known Internet sources for both historical and genealogical information has been a steady decline in the number of researchers requesting direct assistance from our reference staff. We expect that decline to continue, but time previously spent by commission staff in responding to direct inquiries from researchers will be devoted instead to constantly improving our web pages, to converting more archival and library materials to digital form, and to preparing online digital exhibits that will interpret and improve access to the unique information resources in our collections. Thus, we will be able to continue empowering the people of Texas to locate government information at anytime without having to contact us or travel to our facilities.

INCREASE EARNED REVENUES, GRANTS, AND GIFTS

A grant from the Telecommunications Infrastructure Fund (TIF) Board has provided seed money to enable us to build the Library of Texas project. This innovative project allows us, in partnership with the 600 academic and public libraries across Texas, to better meet the information needs of Texas. The Library of Texas project builds on previous TIF infrastructure grants by providing content, the key element in a world-class telecommunications system. By transcending geographic and economic barriers, it also reinforces our other resource sharing services, such as TexShare and interlibrary loan. The information services provided through the Library of Texas will include online databases, current and retrospective electronic state government information, a statewide information discovery tool, and extensive training to help librarians and their customers gain full benefit from these rich information resources.

We will continue to take advantage of opportunities to advocate for foundation funding for the historical projects of the State Archives and its network of regional historical resource depositories. The major obstacle to this opportunity is staff time to develop proposals for foundation grants.

We will intensify our ongoing efforts to attract gifts for special projects to enhance services provided by the Talking Book Program (TBP). Additional staff in its public awareness department would facilitate this effort. While TBP has benefited from the receipt of several substantial bequests during the past biennium, we believe that an organized giving program would be invaluable in raising awareness of the program and its services. Funds will be used to improve outreach efforts and services to patrons, and to address some unmet needs at the TBP Circulation facility. Because we cannot depend on regular contributions of this kind, however, and because of various restrictions in using this funding, we are somewhat limited in the ways these funds can be used to support direct service to patrons.

The Friends of the Talking Book Program Volunteer Recording Studio, Inc. is a support group formed in 1996. They have had success in raising funds for purchases that assist in the production of audio books, including reel-to-reel master tapes, book weights, headphones, and other production tools.

In 1999, the Legislature provided for the issuance of a New Millennium/Texas Reads license plate. The proceeds from the sale of these specialty plates are to be used to fund grants for reading programs in public libraries. The project has the potential to raise additional revenues for us to grant to libraries; however, it also requires a substantial amount of planning and promotion work on the part of commission staff. We are working to coordinate the effort with other organizations, such as the Texas Library Association. In January 2002 there were 258 license plates on operating vehicles in the state, and $11,350 is in the fund for public libraries.

In 2001 the Friends of Libraries & Archives of Texas was established as a private non-profit organization to support our statewide library and archival services that benefit all Texans. The Friends made their first important donation to the Texas State Library and Archives Commission in December 2001. The $4,500 donation will accomplish two objectives: the preservation microfilming of a popular group of records in the Texas State Archives, the Convict Record Ledgers 1848-1954, and the installation of a computer kiosk in the lobby of our main facility, the Lorenzo de Zavala State Archives and Library Building. While the group is still a fledging in terms of capital and membership, the future of the Friends is promising, and we anticipate growth in its level of support over the next several years.

EXPLORE ALTERNATIVES FOR SERVING UNSERVED POPULATIONS

The Texas State Library and Archives Commission awarded three grants in FY1999, four grants in FY2000, and six grants in FY2001 to establish library service in unserved areas of the state. The Establishment Grant Program, along with legislation that permits the creation of library tax districts, has helped to increase the availability of library service.

The 1.4 million persons without library service present us with an opportunity to partner with local libraries to extend services to this population. The opportunity does carry the challenge of overcoming geographical, administrative, and political obstacles, including the frequent lack of a local entity with which to work. Alternative methods of service delivery, such as electronic information networks, electronic document delivery, and resource sharing, are services that can be extended to the unserved, especially in isolated rural areas.

FORMATION OF STATE INFORMATION POLICY

We will continue to take a leadership role in working with other state agencies, both directly and through the Records Management Interagency Coordinating Council and other bodies, to establish sound state information policies and programs. Policies must be adopted that will ensure the development and implementation of record-keeping systems that use information technology to manage the state's electronic records as effectively as its paper records have been managed. Effective policies will ensure electronic records are preserved as long as they are needed. We will play a key role in this arena because of our specialized staff skills in organizing information, our advocacy for equitable public access to government information, and our relationship with government records management programs, state agency libraries, university libraries, and public libraries.

IMPROVE COST-EFFECTIVENESS AND EFFICIENCY IN GOVERNMENT RECORD-KEEPING

At a time when expanded demand for government services is challenged by limited resources, we will continue to assist in the development of records management programs in Texas government offices that provide cost savings of millions of tax dollars. Cost avoidance for government record-keeping can be dramatically improved through the use of retention schedules to dispose of obsolete government records, the low-cost storage of inactive records, the organization of active records for easy retrieval, and the appropriate use of record-keeping technologies. Dependable, time-sensitive accessibility to records is critical for sustaining services to Texans and improving accountability of government operations.

EXPLORE FUNDING OPTIONS FOR A RECORDS MANAGEMENT AND PRESERVATION GRANT PROGRAM

In 2000 and 2001, the Texas Historical Records Advisory Board, one of our advisory bodies, conducted six focus groups around the state to get input from local government records custodians and those who use local government records. These group sessions were designed to gather input related to the most pressing needs in preserving and improving access to the historically valuable records of the local governments of Texas. At every session board members heard the same message – especially from custodians and users in smaller counties and cities – that there is clearly a need for funding to provide grants to assist counties, cities, and other local governments in managing and preserving their records.

Commission staff have studied options for funding a records management and preservation grant program for local governments. A funding source, apart from the general revenue stream, would allow us to provide records management and preservation grants to local governments, expand our archival and records management resources and services to those governments, and provide us the means to assist them in times of disaster. In recent years, we have been unable to answer pleas for onsite assistance or financial aid from governments that have experienced natural disasters, such as Del Rio and Houston, because of lack of staff and funds.

IMPLEMENTING E-GOVERNMENT INITIATIVES

Working with our Electronic Recording Advisory Committee, we will continue to assist Texas county clerks in implementing programs that will allow for the electronic filing and acceptance of real property documents as official records of their offices. Commission staff will also work with staff of the Department of Information Resources to develop administrative rules for the full deployment in Texas of the Uniform Electronic Transactions Act, a model law enacted by the Legislature in 2001, to encourage both e-commerce and e-government.

E. RELATIONSHIP WITH LOCAL, STATE, AND FEDERAL ENTITIES

The commission has a statutory advisory structure to support our work with local governments and state agencies.

The **Local Government Records Committee** consists of ten local government and two state agency officials to advise and approve rules affecting local government records and review all other policy matters concerning local government records.

The **Electronic Recording Advisory Committee** develops and recommends rules to the commission that permit county clerks to receive and record documents, especially in county real property records, by electronic means. The nineteen-member committee is comprised of a mixture of state officials, county clerks and judges, and representatives from the title industry.

The **Records Management Interagency Coordinating Council** is composed of the elected or appointed heads of seven state agencies or their designees. The council reviews the activities of each member agency that affect the state's management of records, studies other records management issues, and reports its findings and any recommended legislation to the governor and legislature every two years. The council is not technically an advisory committee to the commission; however, we carry out many of the council's recommendations through our existing rulemaking authority. A member of our staff also serves as clerk to the council, and we maintain the official records of all council activities.

The **Library Systems Act Advisory Board** has a membership of five librarians to advise on operation of the Library Systems Act and the new Loan Star Libraries Program of direct aid to public libraries. The **Library Services and Technology Act Grant Review Panel** has ten members representing different types of libraries and their customers, and advises on library development policy issues and the use of federal funds to improve library services. Commission staff also meets with representatives of library systems several times a year to coordinate the delivery of services to local public libraries.

The **TexShare Advisory Board** consists of eleven individuals, two each representing state-supported colleges and universities, community and junior colleges, and private universities and colleges; two members of the general public; two public library representatives; and one member at large. This board advises us on all aspects of the operation of the TexShare library resource sharing consortium.

The **Texas Historical Records Advisory Board** (THRAB) works to ensure the comprehensive and efficient preservation of the state's unique documentary heritage, including state records, local government records, and historical manuscripts. The governor appoints two citizen members. The state archivist serves as THRAB coordinator. Six remaining members — with demonstrated experience in the administration of government records, historical records, or archives — are appointed by the director and librarian of the commission.

Our Talking Book Program is a member of a nationwide network of libraries providing library service to persons with disabilities. The National Library Service for the Blind and Physically Handicapped is a division of the Library of Congress and provides thousands of books, playback equipment, and adaptive technology that would otherwise be unavailable to Texas readers with disabilities. The U.S. Postal Service provides postage so that TBP is able to deliver these materials to our patrons free of charge.

Our Talking Book Program is also seeking alliances with groups that serve the same client base. These groups include other state agencies such as the Texas Commission for the Blind, non-profit groups such as Library Users of America, and businesses such as Recording for the Blind and Dyslexic of Texas. We also are also attempting to form closer working relationships with the public library systems of the state. Even minimal contact with other groups such as these helps our Talking Book Program improve the service it delivers to our patrons.

We continue to work closely with other state agencies to promote numerous initiatives and activities. For example, our staff provides expertise and information to assist the staff of the Telecommunications Infrastructure Fund Board as it develops programs relevant to libraries. We also maintain a high level of cooperative interaction with the staff of the Department of Information Resources in developing standards and guidelines, in addressing information technology issues, and in co-sponsoring an annual e-records conference.

Commission staff also works with a range of non-governmental entities. We take a leading role in endeavors such as the Texas Book Festival. We provide consulting services for funding entities, such as the Tocker Foundation, the Seawell-Elam Foundation, and the Bill and Melinda Gates Foundation, to assist them in developing guidelines for grant programs, scoring grant proposals, and supporting libraries in carrying out their grant-funded projects.

F. AVAILABLE KEY TECHNOLOGICAL, CAPITAL, HUMAN, AND COMMUNITY RESOURCES

- Our educated and motivated staff — our greatest strength and without whom we could not fulfill our mission.
- Our library and archival collections, without which we would be unable to achieve our mission. These include the State Archives and our Sam Houston Regional Library and Research Center, the U.S. and Texas Documents collections, the Library Science Collection, and the Talking Book Program collection.
- Our micrographics and digital imaging services and the records storage services of our State Records Center.
- Our volunteers, whose efforts are critical to meeting the program goals of the Talking Book Program and the Archives and Information Services Division. In 2001, volunteers donated 41,308 hours of work in these divisions, the equivalent of approximately 20 FTEs.
- Our cooperative and collaborative working relationship with numerous state, local and federal officials and staff. Among these are records management officers in state agencies; local government records management officers; the librarians of state agencies libraries; the directors and staffs of the public, academic and school libraries in the state; and network division staff at the National Library Service.
- Our access, through encouragement of resource sharing among all types of libraries, to the rich collections of the public, academic, and school libraries of Texas.
- Our robust local area network connected with broadband access to the Internet.
- Our access to the OCLC Library Network, through the AMIGOS Bibliographic Council, which provides a massive database of bibliographic records.
- Our relationship with the Texas Library Association and its members who assist us in developing programs of service that meet the needs and expectations the residents of Texas.

G. EMPLOYEE PERCEPTION

To assess our employees' opinions, the Texas State Library and Archives Commission participates in the Survey of Organizational Excellence, conducted every two years by the University of Texas at Austin School of Social Work.

In response to the 1999 survey, management appointed an Organizational Excellence Task Force (OETF) to examine our strengths and weaknesses in greater detail. Comprised of staff members from each of our divisions, the OETF's mission was to distribute information about, collect feedback on, and develop recommendations for improvement in our performance. Our management team worked closely with the OETF to address employee concerns, and the 2001 survey results indicate those efforts were successful.

We developed and implemented an internal communications plan in response to concerns expressed by the OETF. We have publicized efforts in response to other issues through our internal newsletter. As a result, 51 percent of respondents in 2001 either agreed or strongly agreed that the information from the survey was used to improve performance.

Highest increases in ratings in 2001 occurred in questions relating to employee value and supervisor effectiveness. Sixty-seven percent agreed that they were provided the opportunity to do their best work, and 64 percent agreed that the pace of work enables employees to do a good job. In terms of performance being evaluated fairly, 74 percent of staff agreed or strongly agreed.

In analyzing the overall 2001 data, it is significant to point out that staff rated us higher than benchmarks in all dimensions except Accommodations. This is consistent with the 14-point drop in ratings for the Physical Environment construct, and the drop in ratings on primary items for employee safety and a well-maintained workplace.

The data also reflects a positive staff view on all constructs except Fair Pay, which reflected a 48 percent drop from the previous survey. This finding is of concern to us, since other data shows that almost 30 percent of our staff received a promotion or were re-classified to a higher position during the previous two years, and almost 60 percent of our staff received a merit increase.

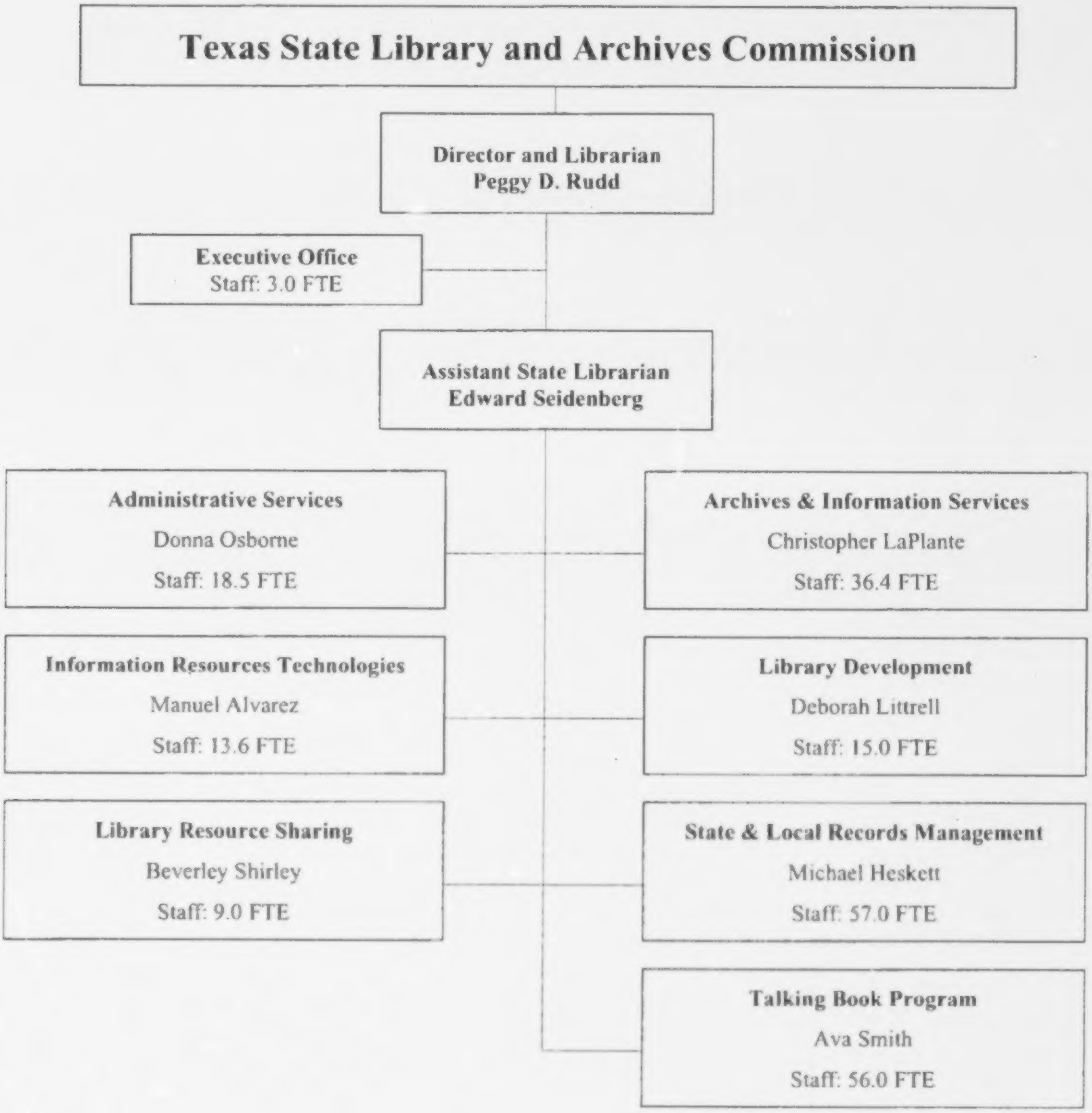
Further analysis shows that over 36 percent of respondents make less than $25,000 per year, but only 10 percent of the respondents were part-time employees. Demographic information from the survey indicates that 60 percent are primary wage earners, and 61 percent are the only wage earners in their households. In addition, almost 75 percent of the respondents support two or more persons.

AGENCY'S PLANNING PROCESS AND TIMETABLE

September, 2001:	Initial discussion of Strategic Planning were held among the division directors and management; preliminary plans were made for preparation of the plan and the inclusion of staff in the process.
October 25-26, 2001	Strategic planning workshop was held with about 35 staff to discuss the agency's goals, mission, and programs.
January 22, 2002:	Preliminary discussion of the Strategic Plan was held at a meeting of the Texas State Library and Archives Commission.
January 24- April 29:	Using the staff who attended the strategic planning workshop, a series of meetings were held to develop and review plans, and to draft revised goal and mission statements. The director held a series of ten focus groups with all work units to discuss the staff view of the agency's programs.
March 8:	Instructions for Preparing and Submitting Agency Strategic Plans were issued by the Legislative Budget Board and Governor's Office of Budget and Planning.
March 15:	Initial draft of the Strategic Plan was sent to members of the Texas State Library and Archives Commission.
March 25:	Initial draft of the Strategic Plan was discussed at a meeting of the Texas State Library and Archives Commission.
March 26 - April 30:	Completed and revised plan as necessary.
April 1:	Submitted requests to approve changes in budget structure, and definitions of outcome, output, efficiency, and explanatory measures to the Legislative Budget Board and Governor's Office of Budget and Planning.
April 15 & May 2:	Met with analysts from the Legislative Budget Board and the Governor's Office of Budget and Planning to discuss suggestions for improvement to the measures definitions.
May 6:	Submitted final draft of Strategic Plan to Library and Archives Commission for approval.
May 14:	Texas State Library and Archives Commission reviewed and approved the Strategic Plan.
June 17:	Submitted Strategic Plan to Legislative Budget Board, Governor's Office of Budget and Planning, and others.

AGENCY ORGANIZATION CHART

Number of FTE employees in FY02: 210.5


Texas State Library and Archives Commission
Director and Librarian
Peggy D. Rudd
Executive Office
Staff: 3.0 FTE
Assistant State Librarian
Edward Seidenberg
Administrative Services
Donna Osborne
Staff: 18.5 FTE
Archives & Information Services
Christopher LaPlante
Staff: 36.4 FTE
Information Resources Technologies
Manuel Alvarez
Staff: 13.6 FTE
Library Development
Deborah Littrell
Staff: 15.0 FTE
Library Resource Sharing
Beverley Shirley
Staff: 9.0 FTE
State & Local Records Management
Michael Heskett
Staff: 57.0 FTE
Talking Book Program
Ava Smith
Staff: 56.0 FTE

BEST COPY AVAILABLE

FIVE-YEAR PROJECTIONS FOR OUTCOMES

(Assumes Continuation of FY03 Funding Level)

OUTCOME MEASURES	2003	2004	2005	2006	2007
OBJECTIVE A.1					
Percent of the population living outside of the service areas of public libraries.	6.8%	6.8%	6.7%	6.7%	6.6%
Dollar value of cost avoidance achieved by library resource sharing (millions).	$464.0	$381.0	$276.7	$155.0	$143.7
OBJECTIVE A.2					
Percent of eligible population registered for Talking Book Program service.	8.0%	7.8%	7.7%	7.7%	7.7%
OBJECTIVE B.1					
Percent of customers satisfied with State Library reference and information services.	95%	95%	95%	95%	95%
OBJECTIVE C.1					
Percent of state agencies administering programs based on approved records schedules.	93%	93%	94%	94%	95%
Percent of local government offices administering programs based on approved records schedules.	71%	73%	75%	77%	79%
Dollar value of cost-avoidance achieved for state records storage/maintenance (millions).	$64.0	$66.0	$68.2	$70.3	$72.3
OBJECTIVE D.1					
Percent of total dollars spent with HUB vendors.	8%	8%	8%	8%	8%

MEASURE DEFINITIONS

OBJECTIVE A.1 OUTCOME MEASURES

Percent of Population without Public Library Service *

Short Definition	Gauges the percent of Texans who do not have a public library.
Purpose / Importance	This measure is intended to show the percentage of Texans who live outside the service areas of public libraries and, by comparison, the percentage of Texans who are served by a public library. It measures the number of Texans who do not have access to a publicly supported library.
Source / Collection of Data	The State Library assigns the amount of population served by each public library in accordance with administrative rules; generally, population is assigned on the basis of the governmental units that fund a particular library. This is done annually and is completed no sooner than late July. The data are available only annually.
Method of Calculation	The percent of population living outside of the service areas of public libraries is computed by subtracting the population served from the total population and dividing by the total population. Data elements are smoothed by computing a five-year linear trend to reduce the impact of new Census reports that are published on a somewhat erratic schedule.
Data Limitations	The population is generally assigned based on governmental units that fund a particular library. This does not take into account libraries that are willing to serve people outside their governmental funding units who may not have access to any other public library. When governmental units funding the public library do not match census data units (city, county), population is extrapolated from available data to assign service population.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than Target
Priority / Key Measure	High / Yes

Dollar value of cost-avoidance achieved by library resource sharing

Short Definition	This is the amount of cost-avoidance realized by Texas libraries because of TexShare and the other resource sharing programs and services provided.
Purpose / Importance	This measure shows the cost savings realized through library resource sharing services. It demonstrates the economies of scale and expanded services made possible by statewide resource sharing programs.

*Indicates Key Measure

Source / Collection of Data	Costs for individual libraries to provide access to databases are estimated from vendor's price schedules. Costs to purchase materials received through inter-library loan and the TexShare Card program are calculated using the published average costs for books and commercial document delivery services. Costs to provide access to state agency publications are estimated by calculating the cost of postage to mail the materials individually. Costs to provide library-to-library delivery of materials are estimated by calculating the cost of postage to mail materials individually. Library resource sharing program costs include all allocable direct costs and are obtained from internal budget summaries.
Method of Calculation	The agency compiles a listing of database products purchased on statewide contract, estimating the cost each library would pay for these products if libraries purchased them on their own. Interlibrary loan data are derived from reports submitted by interlibrary loan centers and a commercial vendor. The State Publications Depository Program tracks the number of publications distributed to depository libraries. Participating libraries annually report the number of items circulated as part of the TexShare Card program. The number of materials delivered among libraries is reported by the commercial courier. Reported measure is determined by: (1) estimating the cost for participating libraries and state agencies to provide electronic access to databases, acquire state agency publications, mail library materials, and purchase materials received through interlibrary loan and the TexShare Card; and (2) subtracting actual expenditures of TexShare and other sharing programs. Calculated annually.
Data Limitations	Listed prices for databases reflect price quotations from vendors. Consistent cost comparisons are difficult to verify since the database marketplace changes rapidly; vendors frequently negotiate statewide discounts, and regularly offer price breaks on "package deals." Postage costs could vary due to the weight of the packages or the number of items included in a single package.
Calculation Type	Non-cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	High / No

STRATEGY A.1.1 OUTPUT MEASURES

Number of books and other materials made available/circulated by library resource sharing services.

Short Definition	This is the number of items made available by TexShare and other library resource sharing services.
Purpose / Importance	This measure shows the wide range of informational materials made available through TexShare and other library resource sharing services. It demonstrates how resource sharing services extend the range of materials available in libraries across Texas.
Source / Collection of Data	Includes interlibrary loans supplied, books, articles, audiovisuals, microforms, state publications, electronic publications and other materials supplied as well as

	the number of items circulated via the TexShare Card. The count of electronic documents represents the number of times project-funded resources (files, menus, graphics, or services) are used. Includes database searching results and database gateway services, but does not include typical Web-page browsing.
Method of Calculation	Reported quarterly, based on computer logs or on-site counts by participating libraries, contracting vendors, and the State Library. Some reports will include materials received from orders placed in the previous fiscal year. Based on non-unique counts each time materials are provided.
Data Limitations	Since database and interlibrary loan statistics are submitted by third parties, they are sometimes incomplete, or are sent too late for inclusion in quarterly reports. Database vendors do not uniformly define and report the number of electronic publications accessed.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Number of persons provided project-sponsored services by library resource sharing *

Short Definition	This is the number of people who receive TexShare and other library resource sharing services.
Purpose / Importance	The measure demonstrates the wide range of Texans who benefit from TexShare and other library resource sharing services. It illustrates the impact of these cooperative programs.
Source / Collection of Data	Measures instances of use of materials, services and activities. Includes interlibrary loans requested, number of reciprocal borrowers cards issued, and the number of search sessions on project-funded resources. A "session" is defined by the cumulative hits to the site by a single individual, as defined by a unique IP (Internet Protocol) address. A particular IP address is considered new/unique if the server has no record of activity for 30 minutes. Additionally, a "session" may be counted as beginning when a user logs into a particular service - such as a database - and ending when that person logs off that service. Includes database search sessions and database gateway services, but does not include typical Web-page browsing. Database statistics are reported by the database vendors; interlibrary loan and other transactions are submitted by participating libraries and a commercial vendor; and reciprocal borrowing transactions are reported by participating libraries.
Method of Calculation	Reported quarterly, based on computer logs or on-site counts by grant projects, contract vendors and the State Library. Some reports will include performance for projects funded in the previous fiscal year; reports from grant recipients may be based on sampling or other estimating techniques. Based on non-unique counts each time services are provided.
Data Limitations	Statistics from third parties are inconsistent and sometimes arrive too late to be reported. The number of "search sessions" may sometimes have to be estimated

*Indicates Key Measure

	based on a count of actual searches performed.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

Number of librarians and others trained or assisted to use shared resources

Short Definition	This is the number of librarians and other customers receiving consulting or training services in TexShare and other library resource sharing programs from the State Library.
Purpose / Importance	This measure shows the number of clients who receive training and technical assistance from project staff. Training and consulting are critical to successful use of TexShare and other library resource sharing services.
Source / Collection of Data	Count of people (1) attending instructional workshops (based on sign-in sheets) or (2) receiving consulting technical assistance. Reported quarterly. Consulting includes assistance given by computer network, mail, telephone, and in person.
Method of Calculation	Based on non-unique counts by staff or contractors each time assistance or training is provided to librarians, library staffs, state agencies staff, state or local officials, or other customers. Calculated quarterly.
Data Limitations	Some reports may be based on sampling or other estimating techniques.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	Low / No

STRATEGY A.1.1 EFFICIENCY MEASURES

Number of days of average turnaround time for interlibrary loans

Short Definition	This is the average number of days it takes for a library to receive items requested through interlibrary loan.
Purpose / Importance	Interlibrary loan is a central component of library resource sharing. One measure of success is the average number of days it takes for a library to receive a requested item. It illustrates the success of efforts to implement ongoing process improvements.
Source / Collection of Data	This data is based on statistical samples of filled requests, as submitted from resource centers, local libraries, and the computer network operator.
Method of Calculation	This figure reflects a weighted average of: (1) the average number of days it takes a library to receive requested materials when the material is available from the nearest resource center library; and (2) the average number of days it takes a library to receive requested materials when the material is not available from the nearest resource center. These requests are referred to and filled by another

	lending library. Data is based on statistical samples of filled requests, as submitted from resource centers, local libraries and the computer network vendor. Calculated annually.
Data Limitations	Reports are based on sampling and other estimating techniques.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

Cost per book and other library material provided by shared resources

Short Definition	This is the unit cost of materials delivered via TexShare and other library resource sharing services.
Purpose / Importance	Resource sharing services dramatically expand the range of materials provided to libraries and the public. This measure shows the efficiency of TexShare and other library resource sharing services.
Source / Collection of Data	Costs are derived from budget summaries. Costs include all direct and allocable indirect costs in the strategy. Calculated annually.
Method of Calculation	This measure calculates a unit cost for all materials supplied. The cost of appropriate projects in this strategy is divided by the number of materials, loaned or supplied by those projects. The cost of projects is based on the final budgeted grant or project amounts at the end of each reporting period, or on actual amounts, when available. Calculated annually.
Data Limitations	The reported results are not always within the complete control of the agency. For example, if the complete number of search sessions or interlibrary loans supplied is not reported on time, the reported cost per use will be higher than actual.
Calculation Type	Non-cumulative
New Measure	Yes
Desired Performance	Lower than target
Priority / Key Measure	Low / No

STRATEGY A.1.2 OUTPUT MEASURES

	Number of books and other library materials provided to local libraries
Short Definition	Measures the number of items added to library collections or provided to libraries through programs funded by the Texas Library System and a variety of projects that support local libraries.
Purpose / Importance	This measure provides a count of materials purchased for or provided to libraries as a result of projects designed to aid or assist local libraries directly. Examples of projects in this strategy include the Texas Library System, Loan Star Libraries grants, special focus grants, continuing education and consulting provided by the State Library, and Texas Reading Club. This is a count of books, subscriptions, audiovisuals, microforms, electronic documents and other materials loaned or supplied to a Texas library (includes materials purchased by all projects, materials in circuit or deposit collections, articles and documents, instructional manuals, Library Science Collection circulations, subscriptions, and other publications). It shows the amount of materials provided to local libraries that might otherwise not have been purchased or provided for Texans. Based on non-unique counts each time materials are provided.
Source / Collection of Data	Count of books, subscriptions, audiovisuals, e-documents and other materials purchased, leased, loaned, or supplied to a library (includes items purchased by all projects, in circuit/deposit collections, interlibrary loans, articles and documents, etc.). Counts of e-documents represent number of times project-funded resources (files, menus, graphics, or services) are used. Focuses on materials libraries would usually include in a collection, not administrative or publicity items. Traditional items purchased (books, a/v, etc.) are counted as the local library receives them. Counts of e-documents are collected through data collection software or by sampling or estimating. Reported at least quarterly, based on computer logs or on-site counts and tally sheets compiled by grantees, the agency, or contract vendors. Some reports may be based on sampling or other estimating techniques. Some reports will include materials received from orders placed in the previous fiscal year.
Method of Calculation	Numbers are compiled from various projects and tallied.
Data Limitations	Item counts may include materials from orders placed in a previous fiscal year. Database and e-resources statistics may be based on estimates and sampling. Statistics provided by commercial vendors sometimes vary in completeness. Data may be based on sampling or estimates. Data collected from grant projects may be received too late for inclusion is a particular report.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Number of librarians trained or assisted in local libraries

Short Definition	Calculates the number of librarians who receive training or assistance through the Texas Library System or directly from the State Library.
Purpose / Importance	This measure counts people (1) attending or accessing instructional workshops or (2) receiving consulting assistance provided by the Texas Library System or the State Library. It provides a measure of the amount of service the strategy is providing to local librarians.
Source / Collection of Data	Reported monthly or quarterly, based on on-site counts by the library systems or the State Library; technical assistance includes assistance given by mail, e-mail, fax, telephone, and in person. Based on non-unique counts each time assistance or training is provided to librarians, library staffs, local officials, or others; some reports may be based on sampling or other estimating techniques. Sign-in sheets or on-site counts are used to count people attending instructional workshops. Staff record the number of people to whom they provide technical assistance by telephone, in-person, email, or mail.
Method of Calculation	Data are compiled and tallied.
Data Limitations	Data may be based on sampling or estimates. Some workshop attendees do not register and may not be counted.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Number of persons provided local library project-sponsored services

Short Definition	Calculates the number of Texans who receive direct services through the Texas Library System and a variety of other programs that support libraries.
Purpose / Importance	This measure counts the number of instances persons receive services as a result of projects in this strategy. These projects are available directly to the local library; examples include the Texas Library System, Loan Star Libraries grants, special focus grants, continuing education and consulting services provided by the State Library, and the Texas Reading Club. It measures citizen use of materials, services, and activities provided by these projects. Includes persons receiving materials circulated by grant projects, persons viewing grant-supplied audiovisual materials, persons using circuit or deposit collections, persons attending literacy instruction, number of reference questions, direct loans to non-residents, Texas Reading Club logs distributed, and direct use of other funded services. Also includes the number of instances someone logs onto a project-funded electronic information resource; does not include users who directly access a file or directory down the menu tree.
Source / Collection of Data	Reported at least quarterly, based on computer logs, tally sheets, or on-site counts by grant projects and State Library. Some reports may be based on sampling or other estimating techniques; will include performance for some projects funded in previous fiscal year. The usage of library materials is estimated by multiplying the reporting entity's average collection turnover rate for the most recent year by the number of materials it received from the project. Based on non-unique counts each time service is provided.

Method of Calculation	Numbers for each project are compiled and tallied.
Data Limitations	Data may be based on sampling or estimates. Available software may not completely capture electronic usage. Collection turnover rates are calculated from data reported by the local libraries. Some libraries do not use Texas Reading Club logs even though they participate in the program.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	High / No

STRATEGY A.1.2 EFFICIENCY MEASURES

Cost per person provided local library project-sponsored services

Short Definition	Calculates the cost efficiencies of services provided through funded projects.
Purpose / Importance	This measure calculates the cost effectiveness of providing local library project services. It demonstrates fiscal responsibility and the ability to provide effective service efficiently.
Source / Collection of Data	The cost of projects is based on the final budgeted grant or project amounts at the end of each reporting period. The cost of appropriate projects is divided by the number of persons provided local library project-sponsored services.
Method of Calculation	Final budget figures are divided by the number of persons served.
Data Limitations	Unexpended grant funds may be returned after the report is filed due to unfilled orders, refunds, or other accounting anomalies.
Calculation Type	Non-cumulative
New Measure	Yes
Desired Performance	Lower than target
Priority / Key Measure	Low / No

OBJECTIVE A.2 OUTCOME MEASURES

Percent of eligible population registered for Talking Book Program services *

Short Definition	This is the percentage of persons in Texas who are registered for service with the Talking Book Program (TBP), expressed as a ratio of all Texans estimated as being eligible for TBP services by virtue of a visual, physical or learning disability.
Purpose / Importance	This measure is intended to show the scope of service within the state and to indicate the program's level of success in serving as many eligible Texans as possible.
Source / Collection of Data	A count of all individual patrons who have registered for service and had a status of "active" at any time during the fiscal year is tallied by the database system.
Method of Calculation	The count of individual patrons who have been active is divided by the "Number

*Indicates Key Measure

	of Texans Eligible for Talking Book Program Service" to produce a percentage.
Data Limitations	The number of Texans estimated as eligible for service is calculated using a formula provided by the Library of Congress' National Library Service, but this formula has not been updated since 1979; the currency and accuracy of the census population information for Texas varies over time.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.2.1 OUTPUT MEASURES

Number of persons served *

Short Definition	This is the total number of persons registered and actually receiving service from the program during the reporting period.
Purpose / Importance	This measure is intended to document the number of individual Texans served. It tracks program service activity and growth patterns.
Source / Collection of Data	Tallied by computer, based on date of last service as documented by the database system.
Method of Calculation	The count of persons is not duplicative, is cumulative, and is updated monthly to include new patrons becoming active and receiving service as well as established patrons receiving service for the first time during the reporting period.
Data Limitations	Patrons registered with the program occasionally receive a book or magazine from an entity affiliated with TBP without TBP's knowledge; if the item loaned to the patron is not circulated from our collection it is not tracked by the database system and if it is the only item loaned to the patron within the reporting period, the patron is not counted as having received service.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

Number of institutions served

Short Definition	This is the total number of institutions registered and actually receiving service from the program during the reporting period.
Purpose / Importance	A significant portion of Texans who meet eligibility requirements receive services from the Talking Book Program through another organization, such as a retirement home, learning resource center, library, disabled students center, or classroom in a public or private school or college. This count represents these groups of patrons served at the institutional level.
Source / Collection of Data	Tallied by computer based on date of last service in the database.

*Indicates Key Measure

Method of Calculation	The count of institutions is not duplicative, is cumulative, and is updated monthly to include new institutions becoming active and receiving service as well as established institutions receiving service for the first time during the reporting period.
Data Limitations	Institutions registered with TBP occasionally receive a book or magazine from an entity affiliated with TBP without TBP's knowledge; if the item loaned to the institution is not circulated from our collection it is not tracked in the database and if it is the only item loaned to the institution within the reporting period, the institution is not counted as having received service.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Low / No

Number of volumes circulated

Short Definition	Total number of books and magazines sent to registered and active patrons.
Purpose / Importance	This measure complements the strategy's other output measures by depicting the extent of service provided to active patrons.
Source / Collection of Data	The count of volumes circulated is tallied by computer based on daily circulation as tracked by the database system.
Method of Calculation	Reports from the database are produced daily and summarized monthly throughout the reporting period.
Data Limitations	Of the items specifically requested by patrons, or selected for the patrons, some are unavailable; this lack of availability limits circulation. Also, it is possible, however unlikely, for items to be mailed without first being checked out and counted by the computer.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / No

STRATEGY A.2.1 EFFICIENCY MEASURES

Cost per person/institution served

Short Definition	This is the unit cost to provide service to each individual patron and institution served during the reporting period.
Purpose / Importance	This measure evaluates cost efficiency of the program; changes in cost per person can reveal an increase or decrease in overall efficiency.
Source / Collection of Data	Computer tracks expenditures and persons/institutions served and unit cost is calculated manually.
Method of Calculation	The total direct costs from appropriated funds are divided by the number of individual and institutional patrons served.
Data Limitations	The limitations associated with the "Number of Persons Served" and "Number of

	Institutions Served" are relevant for this measure since its calculation includes the counts for those two output measures. Total expenditures may change slightly after the time this calculation is performed at the close of the fiscal year, but the changes would be negligible.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

Cost per volume circulated

Short Definition	This is the unit cost to circulate each volume, including books and magazines, to patrons throughout the reporting period.
Purpose / Importance	This measure evaluates the cost efficiency of the program; changes in cost per volume circulated can reveal an increase or decrease in overall efficiency.
Source / Collection of Data	Computer tracks expenditures and volumes circulated; unit cost is calculated manually.
Method of Calculation	The total direct costs from appropriate funds are divided by the number of volumes circulated.
Data Limitations	The limitations associated with the "Number of Volumes Circulated" measure are relevant for this measure since its calculation includes the count for that output measure. Total expenditures may change slightly after the time this calculation is performed at the close of the fiscal year, but the changes would be negligible.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

STRATEGY A.2.1 EXPLANATORY MEASURES

Number of Texans eligible for Talking Book Program service

Short Definition	This is the number of Texans estimated to be eligible for Talking Book Program service, derived from a formula endorsed by the Library of Congress' National Library Service.
Purpose / Importance	This measure provides an estimate of potential need for service in Texas.
Source / Collection of Data	Calculated manually based on population estimates provided by the Comptroller.
Method of Calculation	The total Texas population as estimated by the Comptroller is multiplied by .014.
Data Limitations	The formula provided by the Library of Congress' National Library Service has not been updated since 1979. The currency and accuracy of the population information varies over time.
Calculation Type	Non-cumulative

New Measure	No
Desired Performance	Not applicable
Priority / Key Measure	Low / No

OBJECTIVE B.1 OUTCOME MEASURES

Percent of customers satisfied with State Library reference and information services

Short Definition	Quarterly surveys will be used to measure the level of customer satisfaction.
Purpose / Importance	This measurement provides an assessment of the level of customer satisfaction in regard to the overall availability and delivery of information services and serves as an indication of the extent to which improvements are needed.
Source / Collection of Data	The agency will survey all persons who contact any of the four reference units of the Archives and Information Services (ARIS) Division for reference or research services on two sample days quarterly. Survey days will vary during the third and ninth week of each quarter. All individuals surveyed will be given an opportunity to provide additional comments including complaints or suggestions for improvement. No personal information will be requested as part of the survey. That day, customers having contact with staff via on-site visits, telephone, or written requests will be asked if they are satisfied with the services they received from the specific unit; the survey will be administered when the response to the customer's request is provided.
Method of Calculation	To compute a percentage of satisfied customers, the number of persons who respond "yes" will be divided by the total number responding for that day.
Data Limitations	Customers may indicate dissatisfaction with the services received when informed that a requested resource is either unavailable or simply does not exist. Respondents may mark more than one score (these will be considered non-respondents).
Calculation Type	Non-cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	High / No

STRATEGY B.1.1 OUTPUT MEASURE

Number of assists with information resources

Short Definition	The number of times staff assist customers to find information; the staff will provide customers with information resources or informational responses.
Purpose / Importance	The measure provides an indication of the degree of success achieved in continually improving services to customers and a measure of staff effectiveness

	in maintaining familiarity with internal and external resources. Customer assistance involves the knowledge, use, recommendation, interpretation of, or instruction in the use of one or more information resources by a staff member; directing a person to a source outside the agency known to possess the desired information; or, verifying that the information requested is not available.
Source / Collection of Data	Staff count all onsite information resources used by customers, or by staff assisting customers, as those materials are returned to their original locations. Staff also count those contacts where the provision of information does not involve the use of onsite resources. The assistance to customers includes responses to reference questions received by mail, phone, fax, e-mail, or in person. Onsite information resources include individually numbered containers of archival documents and items assigned and retrieved by means of a unique/locator number. External resources include libraries, institutions, organizations, or individuals, as well as databases, library catalogs, and other electronic information. Customer visits to the agency Web site are not included. Daily counts are tallied on a monthly basis.
Method of Calculation	The monthly total of customers assisted without the use of onsite information resources is combined with the monthly total of information resources used onsite to assist customers.
Data Limitations	Information resources might be returned to their original locations by non-staff members, which would result in an undercount of usage.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	High / No

STRATEGY B.1.1 EFFICIENCY MEASURE

Cost per assist with information resources

Short Definition	A unit cost figure is derived by dividing the total of all appropriate direct costs by the total number of assists with information resources.
Purpose / Importance	This unit cost figure is an important tool for measuring the overall efficiency of providing ready access to information.
Source / Collection of Data	Staff maintain individual documentation of number of assists with information resources; this is calculated and reported monthly. Applicable direct costs are determined annually using data derived from the state accounting system.
Method of Calculation	The cost to assist with information resources is calculated by subtracting the costs of purchasing published materials, appraising, accessioning and processing archival or other documents for current and future use from the sum of all direct costs and dividing by the total number of assists with information resources by staff who provide service from all four collections.
Data Limitations	Two of the collections use full counts while two others employ a combination of full counts and statistical sampling in gathering data.
Calculation Type	Non-cumulative

*Indicates Key Measure

New Measure	Yes
Desired Performance	Lower than target
Priority / Key Measure	Low / No

STRATEGY B.1.1 EXPLANATORY MEASURE

	Number of Web-based information resources used
Short Definition	The number of times Web-based information resources provided by the Archives and Information Services (ARIS) Division are accessed by customers. Web-based document views (defined as the number of static Web pages accessed and does not include pages, forms, or search queries) will be considered as Web-based information resources.
Purpose / Importance	This measure provides an indication of the degree of success of the agency's efforts to improve access to information by continually making new access tools and information resources available via the Internet, including full-text information, links to other Web pages, and digital reproductions of original archival materials.
Source / Collection of Data	Web document views are tallied automatically in a monthly report generated by the Web log analyzer used by the agency.
Method of Calculation	The total number of Web documents used is calculated by the Web log analysis software.
Data Limitations	A failure or "glitch" of the software used to analyze Web use may result in an inaccurate count.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	Low/No

OBJECTIVE C.1 OUTCOME MEASURES

Percent of state agencies administering programs based on approved records schedules

Short Definition	This is the percentage of state agencies that have submitted records retention schedules and have had the schedules approved, as required by Government Code, §441.185.
Purpose / Importance	This measure tracks the level of compliance with state records management laws and reflects the agency's efforts to procure compliance. Compliance with records management laws improves public access to government information, provides for government accountability, and fosters cost-effective government record-keeping practices.
Source / Collection of Data	Approved records retention schedules are maintained in paper and evidence of approval is entered into a database. The number of state agencies is determined at the beginning of each fiscal year. State agencies that are administratively supported by and receive their funding through the appropriated budget of another state agency are considered part of the supporting agency. State universities and colleges that are part of a university or state college system are considered part of the system. The Texas County and District Retirement System and the Texas Municipal Retirement System are state agencies by the Government Code, §441.185.
Method of Calculation	Divide the total number of state agencies with approved records retention schedules by the total number of state agencies. Calculated monthly.
Data Limitations	In every session of the Legislature, agencies are created, abolished, or combined with other agencies; thus, the total number of state agencies fluctuates unpredictably from biennium to biennium.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / No

Percent of local government offices administering programs based on approved records schedules

Short Definition	This is the percentage of local governments that have, in accordance with the Local Government Code, §201.041: (1) submitted a records control schedule and have had the schedule approved; (2) adopted the records retention schedules issued by the State Library and Archives Commission; or (3) declared that all records will be maintained permanently.
Purpose / Importance	This measure tracks the level of compliance with the Local Government Records Act of 1989 and reflects the agency's efforts to procure compliance. Compliance with the act improves public access to government information, provides for government accountability, and fosters cost-effective government recordkeeping practices.

Source / Collection of Data	Documents demonstrating compliance are maintained in paper and evidence of compliance is entered into a database. The agency determines at the beginning of each fiscal year the total number of local governments subject to the Local Government Records Act with sources provided by other state agencies and government associations. Legally established, but otherwise inactive, water districts are not included in the total number of local governments.
Method of Calculation	Divide the total number of local governments in compliance by the total number of local governments. Calculated monthly.
Data Limitations	New local governments are created each year and some are abolished; thus, the total number of local governments fluctuates unpredictably from year to year.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Dollar value of cost-avoidance achieved for state records storage/maintenance

Short Definition	This is an estimate of the total costs avoided by Austin-area state agencies from using the State Records Center.
Purpose / Importance	This measure is an indicator of dollars saved by removing non-current records of Austin-area state agencies from high-cost office space and placing them in the low-cost State Records Center.
Source / Collection of Data	The estimated cost to store a cubic foot of records in Austin-area office space is determined at the beginning of each fiscal year from data provided by the General Services Commission (lease office space and filing equipment costs) and the Appropriations Act (file clerk salaries). The number of cubic feet stored in the State Records Center is taken from Output Measure C.1.1 (Number of cubic feet stored/maintained). Records Center costs include all direct and allocable indirect costs in the strategy and are derived from internal budget summaries and databases.
Method of Calculation	The cost to store a cubic foot of records in office space is multiplied by the number of cubic feet of records in storage at the State Records Center. Records Center storage and maintenance costs are subtracted from the office environment storage and maintenance costs to determine the total net cost-avoidance to the state. Calculated monthly.
Data Limitations	The cost per cubic foot to store and maintain records in an office environment varies from agency to agency, depending on the cost of their building and the level of staffing employed. An overall estimated average is used; no effort is made to weight the average based on the number of cubic feet each agency stores in the Records Center.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

STRATEGY C.1.1 OUTPUT MEASURES

Number of cubic feet stored/maintained *

Short Definition	This is the total number of cubic feet of paper documents (hard copy records) that are stored by state agencies in the State Records Center.
Purpose / Importance	This measure indicates the extent to which the State Records Center is used by state agencies to store hard copies of their records; this in turn, indicates the level of customer satisfaction with the services and the competitiveness of the fee structure for the services. Use of the State Records Center results in cost-avoidance as shown by Outcome Measure C.1.1 (Dollar value of cost-avoidance achieved for state records storage/maintenance).
Source / Collection of Data	Hard copy records indexes (records accessioned prior to 1995) and an inventory database (records accessioned in 1995 and after) are updated continuously throughout the month as records move into and out of storage. Final total calculated monthly.
Method of Calculation	The total cubic feet shown in the hard copy records indexes is added to the total cubic feet shown in the inventory database to compute a total at the end of each month.
Data Limitations	The number of cubic feet may vary unexpectedly as customer agencies may increase or decrease the volume of their records stored in the Center on short notice.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

Number of state and local government employees assisted or trained

Short Definition	This is the number of state agency and local government employees receiving consulting or training services in records and information management from the agency.
Purpose / Importance	This measure indicates the level of interest by state and local government officials in records management and in complying with the state and local government records management statutes. This measure also reflects this agency's efforts to provide training and consulting services to stimulate the continued growth of records management in Texas government.
Source / Collection of Data	Staff complete electronic consulting and training logs maintained in a database on a daily basis. Calculated monthly.
Method of Calculation	The total number of persons receiving consulting are added to the total number of those receiving training services in a given month.
Data Limitations	As governments develop more sophisticated programs, the need for routine training or technical assistance declines. This decreased need is usually offset by the needs of other governments that wish to improve their less advanced programs, but the ratio and the resulting target is not easily predictable.
Calculation Type	Cumulative

*Indicates Key Measure

New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Total Revenue from Storage Services

Short Definition	This is the total amount of fees billed to customers for the records storage services provided by the agency.
Purpose / Importance	Since this agency's records storage services are on a full cost-recovery basis, the constant tracking and monitoring of revenues and expenses is important to ensure fees are in line with costs. Fees are set to recover all direct and allocable indirect costs in the strategy. Storage services include the physical transfer of paper, microfilm, and electronic record media from state agencies to the secure, environmentally controlled State Records Center; indexing, coding, and shelving of containers; retrieval, delivery and pick-up of records upon request; updating inventory indexes in compliance with changing records retention requirements; and ensuring the proper, final disposition of records, once retention requirement have been met.
Source / Collection of Data	Databases are used to document the volume of stored records in all formats and fees billed for storage services. The volume of stored records is updated daily and fees billed are calculated monthly.
Method of Calculation	Total fees billed for records storage services as determined by end of month figures.
Data Limitations	Total revenue will vary depending on the volume of records stored by state agencies during a given fiscal year. There is nothing in state law that requires agencies to use this agency's records storage services.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Total Revenue from Imaging Services

Short Definition	This is the total amount of fees billed to customers for the imaging services provided by the agency.
Purpose / Importance	Since the agency's imaging services are on a full cost-recovery basis, the constant tracking and monitoring of revenues and expenses is important to ensure fees are in line with costs. Fees are set to recover all direct and allocable indirect costs in the strategy. Microfilm imaging includes source document microfilming, dark-room operations for film processing and duplicating, quality control editing, and chemical testing of microfilm. Digital imaging includes scanning of original documents and conversion of computer output to laser disc.
Source / Collection of Data	Databases are used to track work performed and fees billed for imaging services. Work performed is updated daily and fees billed are calculated monthly.

Method of Calculation	Total fees billed for imaging services as determined by end of month figures.
Data Limitations	Total revenue will vary depending on volume of imaging work during a given fiscal year. Legislative requirements regarding the use of a contract workforce may not allow us to achieve the maximum revenue possible. There is nothing in state law that requires agencies to image records or to use this agency for imaging services if they do image records.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

STRATEGY C.1.1 EFFICIENCY MEASURES

Cost per cubic foot stored/maintained

Short Definition	This is the cost to the State Library and Archives Commission to store a cubic foot of hard copy records in the State Records Center.
Purpose / Importance	This is an important measure in that it not only indicates the cost competitiveness of the records storage services, but it indicates the degree to which operating costs are controlled.
Source / Collection of Data	The total number of cubic feet stored in the State Records Center is the Output Measure C.1.1 (Number of cubic feet stored/maintained). Records center costs are derived from monthly budget summaries and databases. Costs include all direct and allocable indirect costs in the strategy. Calculated monthly.
Method of Calculation	The total number of cubic feet of records stored in the State Records Center at the end of each month is divided by the costs of operating the Center during the month.
Data Limitations	The reported results of this measure are not always within the complete control of the agency. For example, if the volume of records stored/maintained exceeds target due to more agencies storing greater volumes of records, this will reduce the cost per cubic foot but will likely reduce the timeliness and quality of services due to the inability to staff the operation at a level proportionate to the demand for services. Ideally, the cost per cubic foot should remain at or near target, indicating expenses are in line with service levels. A sharp spike up in the targeted unit cost indicates operating costs are inappropriately high for the volume of work. A sharp spike down may indicate the volume of work is exceeding the program's ability to maintain acceptable service levels.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

Imaging services production revenue per FTE

Short Definition	This is a calculation of the total annual production revenue per FTE in the agency's imaging services operations.
Purpose / Importance	This measure is important because when the revenue per FTE declines, it indicates problems such as lower worker productivity, incorrect bidding of jobs, or an outdated fee structure.
Source / Collection of Data	FTE data is maintained in a database and updated monthly. Revenue data are maintained in accounting and billing databases and are updated and calculated monthly.
Method of Calculation	Total receipts earned and billed for imaging services during the month divided by the total number of FTEs used in imaging services, both permanent and contract labor.
Data Limitations	Although imaging projects are bid carefully, problems occasionally arise that require the allocation to a project of more permanent FTEs than originally planned without a corresponding increase in revenue.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

WORKFORCE PLAN

I. OVERVIEW

The Texas State Library and Archives Commission and staff believe all Texans have the right to barrier-free access to library and information services that meet personal and professional needs and interests, provided by well-trained, customer-oriented staff.

The mission of the Texas State Library and Archives Commission is to safeguard significant resources, provide information services that inspire and support research, education and reading, and enhance the capacity for achievement of current and future generations. To accomplish this, we:

- Preserve the record of government for public scrutiny
- Secure and make accessible historically significant records and other valuable resources
- Meet the reading needs of Texans with disabilities
- Build and sustain statewide partnerships to improve library programs and services, and
- Enhance the capacity for achievement of individuals and institutions with whom we work.

To accomplish our mission, we work to achieve three programmatic goals and four objectives. These are outlined below.

Goal 1: To improve the availability of library and information services
Objective 1.1: Increase the percent of population with services exceeding the average
Objective 1.2: Increase library use by Texans with disabilities

Goal 2: To improve information services by answering reference questions
Objective 2.1: Improve information to public and others by answering reference questions

Goal 3: To achieve cost-effective management of state and local records
Objective 3.1: Achieve record retention rate for state-local government

We serve a variety of roles in state government to accomplish these goals. These roles range from Advisor to Innovator, and form the basis for our strategic planning efforts.

Our core business functions include the following:

- Provide grant funding, technical assistance and continuing education support for establishing, expanding, and improving public library services statewide
- Provide technical assistance to state and local records managers
- Provide recorded books and magazines for Texans who are blind or physically handicapped
- Provide safe, economical storage of print and electronic records for state agencies
- Preserve historically-significant state records and documents
- Provide access to state and federal government documents

- Provide access to specialized genealogical materials
- Support interlibrary cooperation and resource sharing programs among all types of libraries

We do not anticipate any major changes to our mission, strategies or goals over the next five years in our state-mandated programs. The primary changes we anticipate will be in the way we deliver our programs and services. We are increasingly using technology to provide information and other services in electronic formats in response to customer demands. This shift will require us to continually re-examine our existing workforce and ensure our future workforce has the skills necessary to make this shift successful.

Our federal programs are subject to change based on actions at the federal level; however, these changes are generally publicized well in advance of expected implementation. We will be able to readjust our workforce to meet future changes in these programs with minimal disruption to current service delivery.

We currently operate seven program divisions: Archives and Information Services, Information Resource Technologies, Library Development, Library Resource Sharing, State and Local Records Management, the Talking Book Program, and Administrative Services. We do not anticipate a need to reorganize this structure in the next five years.

Our agency has three independent "libraries" operating within the agency, all of which serve separate and distinct customers. In addition, we preserve the state's records, store and image other agencies' records, and provide consulting and training services to our constituent groups. Therefore, the organizational structure of the agency is departmental, and the staff structure is hierarchical within those departments. We recently implemented self-managed teams in some of our departments, and there will be greater emphasis on teamwork and streamlining of staffing functions throughout the agency. However, the basic organizational structure should change very little.

As an agency, we will continue to focus on improving service delivery to our customers and patrons while maintaining our current staffing levels. This includes meeting emerging customer demands for services in digitized and Spanish-language formats.

II. CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

DEMOGRAPHICS

The following table details the ethnic and gender breakdown of our workforce as of February 28, 2002, by job category as defined by the Texas Commission on Human Rights. The agency is authorized 210.5 FTEs, and we have 192 full-time and 37 part-time staff when we are at full employment.

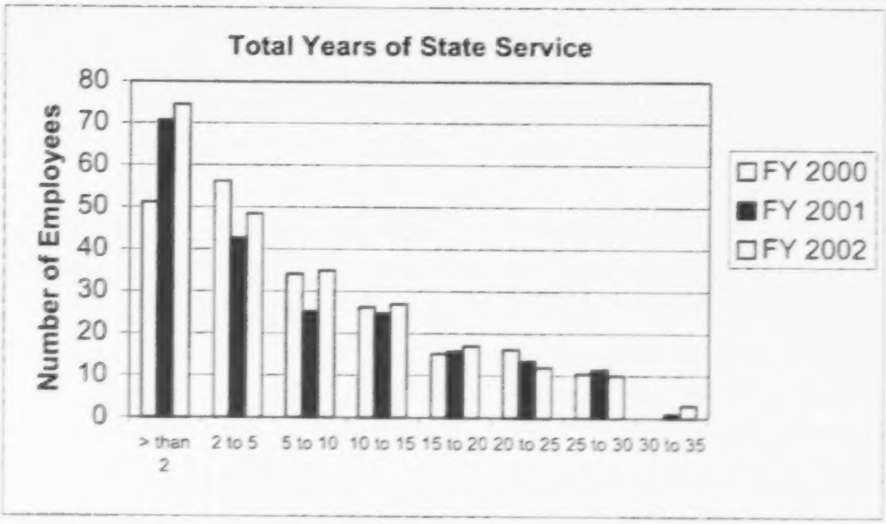
Job Category	Category Total	Asian		African American		Hispanic American		White		Subtotals	
Number of Employees		*Male*	*Female*	*Male*	*Female*	*Male*	*Female*	*Male*	*Female*	*Male*	*Female*
Officials/Administrators	***9***	0	0	0	0	1	0	3	5	4	5
Administrative Support	***56***	0	0	3	5	12	1	24	11	39	17
Technicians	***9***	1	0	1	0	0	0	6	1	8	1
Service/Maintenance	***2***	1	0	0	0	0	0	1	0	2	0
Professionals	***85***	0	0	0	1	4	12	26	42	30	55
Para-Professionals	***40***	0	1	1	3	6	3	9	17	16	24
Skilled/Craft	***18***	0	0	0	4	1	2	5	6	6	12
Total	***219***	**2**	**1**	**5**	**13**	**24**	**18**	**74**	**82**	**105**	**114**
		3		**18**		**42**		**156**		**219**	
Percent of Workforce		*1.37%*		*8.22%*		*19.18%*		*71.23%*		*48%*	*52%*

Our agency continues to face challenges in recruiting qualified minorities. We received a total of 724 applications for the 117 job vacancy notices posted during FY 2001. We filled 35 vacancies with qualified internal applicants, and 42.8 percent of these promotions were filled with internal minority candidates. The overall number of applications received from minority candidates is up from 171 in FY 2000; however, the percentage of qualified candidates (applicants meeting stated minimum requirements) decreased during FY 2001.

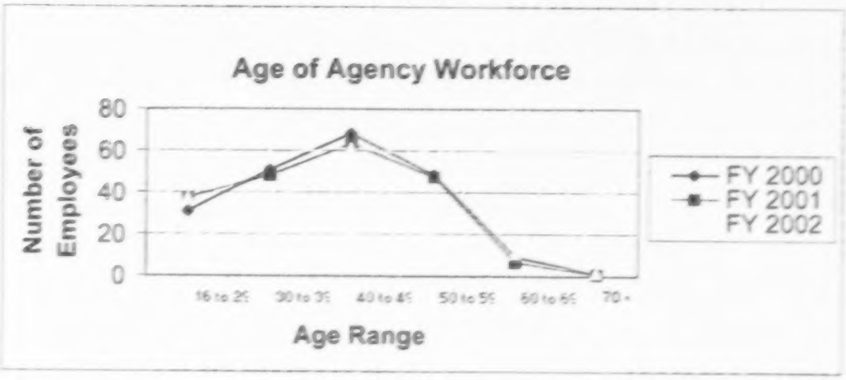
In FY 2001, qualified minority candidates comprised less than 14 percent of the total applicant pool. Thirty-one percent (228) of the total applications submitted were from minority candidates, and less than half of those applicants (101) met minimum job qualifications listed on the job vacancy announcement. This indicates that our recruiting efforts have shown success in reaching minority job applicants; however, less than half of the available candidates meet the job requirements for our specific positions.

The threat of "brain drain" presents an additional threat to our agency in the near future. We have 34 staff members eligible to retire within the next five years, with 21 eligible during the current biennium. Many of these staff members hold key management and program specialist positions.

The following chart shows the seriousness of this problem at our agency. Almost 60 percent of our current staff have less than five years of state service, either at our agency or another state agency institution. In addition, almost 20 percent have more than 15 years of total state agency service. Closing the anticipated gap in institutional knowledge is an area where we will focus our efforts in the next two to five years.



Similarly, the next chart reflects our aging workforce. Over 62 percent of our workforce are over the age of 40, and many of these have more than 20 years of service. We anticipate "brain drain" to be a continuing issue for us over the next several years.



Our management philosophy is to promote from within whenever there is a qualified internal candidate for a vacancy. This philosophy has been very effective, as evidenced by the many key managers and program specialists who have chosen to advance their career within the agency. As a result, a large number of staff have acquired institutional knowledge that will be difficult to replace.

TURNOVER AND ATTRITION

A high staff turnover rate in FY 2001 (30.99%) prompted us to examine our policies and take additional steps to ensure maximum employee retention and reduce the number of voluntary turnovers. We believe these efforts have been successful, and the smaller turnover we have experienced in the past six months indicates we are moving in the right direction. From Sep. 2001, to Feb. 2002, a total of 17 employees left the agency. If this trend continues, our annual turnover rate will be 40 percent lower than FY 2001.

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We recognize, however, that the declining economy has also been a factor in our reduced turnover rate. The massive layoffs by private companies in the Austin area during the past year mean fewer jobs available in the private sector. As a result, fewer agency employees are actively seeking other employment at this time. It is, therefore, important that we continue efforts to retain qualified staff so we do not experience a high turnover when economic conditions improve.

Voluntary staff resignations present challenges for programs at our agency. Attrition on the professional side has slowed in recent months, and this trend is expected to continue, except for those who will reach retirement eligibility. However, many of our positions are clerical or para-professional in nature and are not intended to be career jobs. These positions tend to have a higher turnover rate as staff seek increased salaries and better possibilities for advancement from employment elsewhere. Many of the job requirements in these positions are repetitious and unchallenging with little opportunity for staff to utilize their creativity. In addition, the physical work environments in our storage and circulation facilities do not foster a desire to remain in those positions for an extended period. Attrition rates for these positions will continue to be moderate to high.

CRITICAL WORKFORCE SKILLS

In order to fulfill our mission, we must have individuals with advanced information research, organization and retrieval skills. In particular, our workforce needs the ability to integrate emerging technologies into the information management process.

We have a number of positions that require highly specialized skills, such as professional librarians, archivists, and government information analysts, in addition to IT professionals. Ninety-eight of our positions are categorized as professional. Of these, 48 require an advanced degree, and 42 require a bachelors degree.

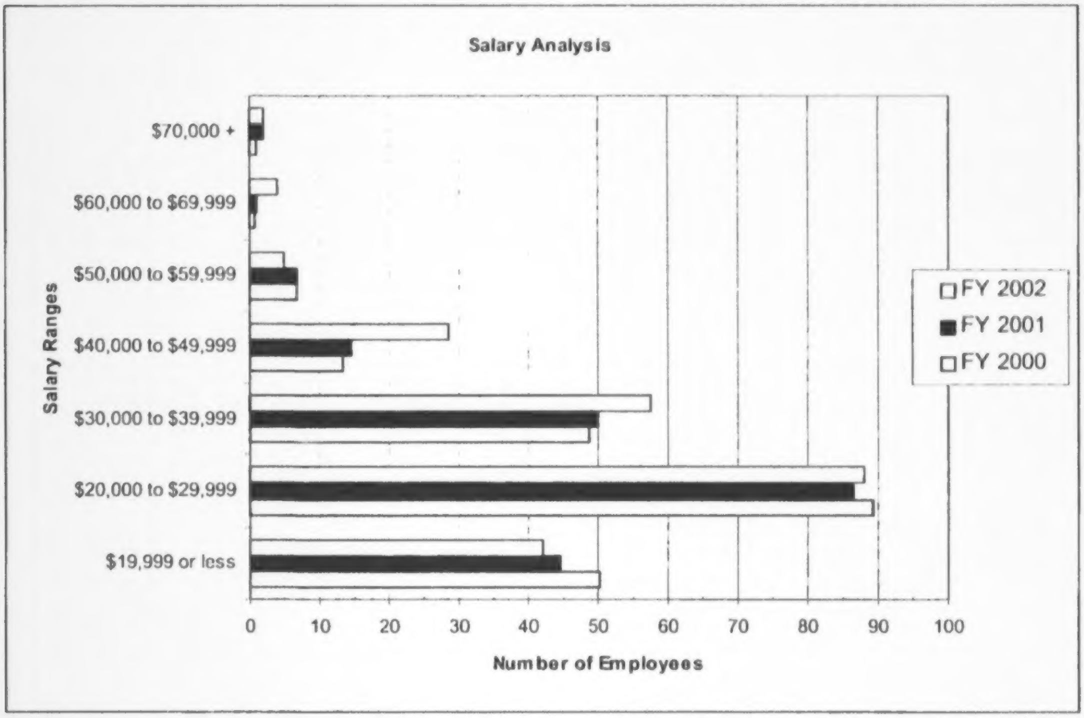
Our current workforce needs additional computer literacy and proficiency skills training to ensure we remain in-step with rapidly advancing technology. We are delivering more of our services electronically, and all staff will need to have minimal computer skills. In addition, many staff will need to attain proficiency in various applications and bring more of the work processes to their own desktop computers.

Our movement towards digitization of documents and information requires more staff to become proficient in this emerging technology. Some of the technical skills currently required (microfilming, tape duplication, etc.) will no longer be necessary when we transition to the new technology. Customer demand for these new services will determine how quickly this transition is made.

CHALLENGES RECRUITING MISSION-CRITICAL SKILLS

State agency salaries continue to lag behind the regional marketplace, particularly for positions located in the Austin area. This limits our ability to successfully recruit the most qualified candidates for some of our critical professional and management positions. In addition, evolving job responsibilities demand a proportionately larger return in skill level, education, and ability.

We have significantly raised the salary levels within our agency since FY 2000, as reflected in the chart below. Many of our jobs have become increasingly complex, and we have adjusted job responsibilities and position classifications accordingly. However, we have a large number of staff who have been in their positions for many years, and an additional challenge we face is increasing these salaries comparable to what we are able to offer new hires. Our large number of part-time positions in the clerical series is also a challenge to raising overall salaries in our agency.



Staff have acquired some of our mission-critical skills over time, such as institutional knowledge of our particular collections. Agency "experts" expedite the flow of information and maintain the high levels of customer service we strive to provide. As individuals retire, replacements with the same skills and knowledge are harder to secure for the salaries we can pay.

The legislative cap on the number of authorized full-time equivalent positions, combined with the increasing number of customers we serve and the growing number of programs we administer, have resulted in a constantly expanding workload for a static number of employees. This is particularly apparent in the Schedule A positions, where the salaries are lower and the tasks are more repetitive in nature. The challenge will be to keep these jobs interesting and help identify better career ladders for all positions in our agency.

As we reduce turnover among the professional positions, we create a lack of advancement among the entry-level positions. This paradox presents an additional challenge in implementing mentoring systems and career ladders throughout our organizational structure. Additionally, most of our higher-level positions require advance degrees, and this also limits the career advancement possibilities for staff in entry-level positions.

Our agency continues to be affected by the Boom/Bust economy of the Austin metropolitan area. When economic times are good, we experience extremely high attrition as qualified staff move to better paying positions. Alternately, the bust cycles bring with them more skilled workers who are attracted to the stability that State employment offers. This is particularly true for the Information Technology positions. We must continue to make employment at our agency more appealing, especially during boom cycles.

III. FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)

In order to fulfill our strategic plan and meet the informational needs of our customers, we must perform the following critical functions:

- prepare archives entrusted to our agency for effective and efficient use and access
- increase efforts for preserving library and archival materials
- provide advice and assistance to agency personnel on management of records
- acquire, reproduce, and distribute large amounts of material and information to deliver program services
- perform the duties required by our legislative mandates and maximize use of the Internet for distributing information
- maintain our existing and future equipment to ensure efficient service delivery

While we do not anticipate any new programs, many of the current programs will add or expand services and service delivery mechanisms. This will include hosting additional digital image files on the Web, replacing outdated database systems, and implementing new methods for delivering training and consulting services. The expansion of our state publications program to include current and archival electronic documents is evidence of the change in service delivery.

Within the next two years, we will need to develop the skills and abilities to provide for the acquisition, management and preservation of electronic records. Skilled archivists and/or information technology professionals will be needed to implement standards and policies for electronic records transferred to our agency to ensure they are maintained permanently.

The new Library of Texas program has recently added several facets to the services we deliver and significantly changed the means by which we deliver these services. During FY 2002, we will install 11 videoconferencing centers around the state. In addition, we are adding the capability for Web-based learning systems that will allow customers to access training on an as-needed basis. We are upgrading the TRAIL system and implementing the Electronic Depository Program within the Library of Texas effort. This will require us to provide more advanced technical and programmatic support to our staff and local partner entities.

FUTURE WORKFORCE SKILLS

Workforce skills over the next several years will become even more highly specialized. Many actual workloads will transition from being primarily processed-based to more analyses-based. For many customers, we plan to move to a system requiring less paperwork and more on-demand consulting assistance. This will require professional staff to have additional skills in auditing, communication, consulting, report writing and systems analysis, in addition to experience and knowledge of program requirements. Over the next five years, we will incorporate web-based and distance learning classes to our repertoire, adding technological skills to the existing training skills required for these positions, particularly as we implement the transition from paper to electronic records.

The database application currently used at the State Records center will need to be replaced in the next three years. The two staff from the Applications Development team who coded and maintain the current application for the Records Center will be eligible for retirement within the next two years. If the new system is not implemented before the retirements, the institutional knowledge will be difficult to replace. It is critical that we adequately plan for and acquire the highly specialized skills needed for its successful replacement/transition.

Customer demand for information delivered in digital formats is increasing and requires more staff at all levels within our agency to have some technical proficiency in order to fulfill these requests. In addition, staff must know and understand cutting-edge information management systems to effectively train and consult with our customers. Because we see this as a national and international work flow trend, we will require a workforce well-versed in emerging technology and practices, who are able to network effectively with customers, partner organizations, vendors, and stakeholders. Staff in professional and management positions will need to apply and understand both basic and advanced technology, and the issues associated with it in the development of new services. In addition, they must possess the ability to understand, interpret, and create policies, procedures, rules, regulations, etc. so that they are able to write, edit, summarize and succinctly report information from diverse sources.

We anticipate an increase in the importance of the Public Information Act, particularly within our agency as the custodian of state government records. Our future workforce will need to be well-versed on the provisions of the Public Information Act in order to provide the best customer service while meeting the legal requirements of this law.

Staff in many areas will need to be skilled in electronic records applications and outputs, and have a background and/or training in the design of automated systems. Staff will also need skills in cataloging electronic documents, as well as skills in the new OCLC interface.

Technological advancements will also increase the complexity of records created by government. These advancements require new equipment and computer platforms that must be deployed and supported. We will assume a wider range of technical responsibilities for projects, including systems analysis and project planning, cost estimation and resource acquisition, installation, support, life cycle maintenance, and technology refreshment.

Economic and social conditions in Texas reinforce the need to maintain the cost-efficient statewide resource-sharing programs. The Hispanic/Spanish-speaking population in Texas is growing rapidly, and we must have adequate bilingual staff to meet customer needs. Demands for services, particularly in the Talking Book Program, will increase as the populations of both aged and disabled persons continues to increase.

TRAINING NEEDS

In many instances, program budgets do not allow for adequate professional training and/or development, which often requires out-of-state travel. Even with use of distance learning technologies and the budget to accommodate that need, our current workloads and staffing levels do not allow staff time to take advantage of training opportunities. We need to secure the resources to break out of a frustrating cycle: Because staff do not have adequate training available, too much time is spent performing tasks using tedious, out-dated methods. The drain on staff time prevents them from learning new skills that would save them time in the long run.

Current archivists do not have sufficient skills to appraise, manage, and provide access to electronic archival records. In addition, current library staff do not have the skills to catalog electronic format materials. The best approach would be to train the current staff, already experienced with archival records, to use these new technologies.

As previously indicated, continuous, planned technology training will be critical within all program areas.

STAFFING

We are already understaffed across the agency; we expect that situation will persist. We anticipate an increase in the demand for our current services and that technology will require us to provide additional services. More staff is needed to meet current challenges; the shortage will be more acute in the future.

As the need for more advanced technical skills increases, we anticipate we will need additional technical staff to support both the agency staff and equipment. Within the next five years, we anticipate the need for one additional desktop support position, and one additional systems analyst in the Information Resource Technologies (IRT) division, as well as a reshuffling of existing technical positions. We are working to develop an adequate IRT staff that can efficiently support the growing needs of the agency.

Trends indicate an ever-increasing population eligible for the Talking Book Program. Within the next five years, we anticipate the need to increase staff in shipping, reproducing, and acquiring materials, in addition to an additional customer service referral position. Should the federal authorizing agency for this program move toward digital technology more rapidly than anticipated it would require additional staff in the reproduction section, but a reduction of staff in the shipping section.

State agencies demand more records center services than we can accomplish with current resources. The level of services that can be provided to state agencies for paper records storage is limited by the staffing restrictions enacted by the legislature. Even though records center services are funded on a cost-recovery basis and could theoretically respond to agency needs by paying for additional staff through records center services fees, we cannot exceed the mandatory FTE limit imposed by the legislature.

IV. GAP ANALYSIS

SKILLS

In some cases, our current staff have the anticipated skills. In many instances, our workforce is capable of acquiring the needed skills with minimal training or other resources. However, a large number of staff in the agency do not possess even basic computer skills, and many more lack sufficient skills to be efficient in their positions. We will need to provide more computer training, particularly in regard to the creation and manipulation of increasingly sophisticated databases. These skills should be available at the desktop level, and not dependent on IT staff.

A large number (98 of 210.5) of our positions are professional, meaning they require expertise or education in a specific area. The professionals are required to continue acquiring education and experience relative to their fields. This ensures instant credibility as the professionals work with high ranking agency staff and state and local elected officials.

The future skill requirements identified previously relate to management and dissemination of information, documents, records, and other agency services in electronic formats. Digital imaging, enhanced databases, and sound recording are the most notable emerging technologies that we need to embrace.

As we move toward digital information sharing, current skills for duplication and distribution of information in cassette tape, microfilm, and microfiche formats will no longer be required or will be required at a much diminished level. Similarly, the skills required for repairing and maintaining the equipment for these processes will be phased out or eliminated.

Increasingly, we will need employees with bilingual skills, particularly English/Spanish, to meet the needs of a growing Spanish-speaking population in Texas.

RECRUITMENT

Almost 15% of our staff become eligible to retire in the next five years, so we may experience long-term vacancies and a shortage of qualified replacement staff for management and other key program positions. This could be exacerbated by the expanding skill set required for replacements. Salaries for many of the professional positions are significantly lower than the regional and national averages. In addition, fewer people are obtaining college degrees in the specialized fields required for many of our professional positions, according to national research by the American Library Association. This trend is expected to continue. We anticipate a shortage of employees and/or extended vacancies as we recruit qualified replacements.

The tight labor market in the Austin area over the past few years has made it difficult to fill our professional positions in a timely manner. As a result, we have had to hire staff without the desired experience. Because of the complexity of the programs we administer, it can take up to a year for new employees to become fully productive in their positions. We actively seek professionals with experience in their particular field of expertise, since prior experience will accelerate the learning process. Unfortunately, the competition is high for employees with relevant experience, and we are not always able to offer a competitive salary.

In addition, many other governmental entities are creating positions similar to those at our agency. Records Management Officer, Librarian, and Archivist positions have historically been few at other state agencies and local governments. This change has created an additional level of competition for recruiting for these professional positions.

STAFFING LEVELS

The current workforce is inadequate to meet the workload in many of our program areas. Over the next several years, we expect an increase in the number and types of customers served, the use of the automated services we provide, and the use of consulting services that help our customers and partners keep current with technology. Additional staff will be needed to support the deployment and maintenance of technology and Internet-based services.

The volume of paper records is expected to continue to increase during the next 10 to 15 years, despite efforts to go to a "paperless" society. If this trend continues, we will need additional staff to properly arrange, describe, and provide mandated access to archival records.

V. STRATEGY DEVELOPMENT

MAINTAINING MISSION-CRITICAL SKILLS

To be successful, staff need to learn new technologies and managerial and mathematical skills. We must take steps to remain aware of current trends, and develop the skills to speak as experts to constituents and peers. Many of our current staff have the skills necessary to learn new methods, so time, funding, and training are key here.

We need to train the current workforce so they can perform the analytical, auditing and technical requirements of the existing programs and any advancements in service delivery. To maintain a workforce capable of supporting these direct-service programs, we must provide professional development and continuing education to internal staff. Training will also be necessary in the cataloging of electronic documents and in the use of the new OCLC cataloging interface for current or future staff without those skills.

The Human Resources staff will work with agency managers and supervisors to revise job descriptions and task statements to reflect changing skill and technology requirements. Our goal will be to hire new staff who already possess appropriate skills and abilities so they can immediately be successful in the position. Unfortunately, this will create salary compression issues in many areas, so we will need to look for ways to address the consequences of this solution.

We implemented a new performance evaluation system for many of the positions. The new process requires supervisors and managers to work with each particular employee to identify training required to ensure the employee is successful in accomplishing the job responsibilities of his/her particular position. This then becomes the training plan, establishing written goals for the next evaluation period. The training goals are updated as the section's needs and employee's abilities evolve. The use of this new tool will ensure our success in training current staff who have the ability to acquire needed skills for the future.

We will also coordinate training for professional staff in distance-learning techniques and curriculum development, as well as Web-based curriculum development, to ensure that newly implemented technology systems are utilized to the fullest extent possible.

We will continue efforts to implement mentoring and peer-training programs to minimize any potential skill shortages. In addition, we can establish systems to allow senior staff members to work with junior staff on teams that will facilitate on-the-job training in some of the soft skills necessary for the professional positions.

RECRUITMENT/RETENTION

Supervisors and managers will coordinate with staff to ensure ongoing professional education and development is available for all positions, especially those of a technical and/or professional nature. Job classifications are reviewed and modified when necessary, which provides a mechanism to upgrade positions when additional duties are assumed.

To help motivate and retain staff, agency managers will continue efforts to recognize and reward individual performance according to agency policies and to provide opportunities for professional growth. Current tools available include merit raises, one-time merit bonuses, and administrative leave. Our agency also provides peer-recognition tools including the Employee of the Quarter Award, and the Lorenzo Award.

WORK PROCESSES

In many areas of our agency, current work processes will need to change as a result of technological advancements, industry changes, and economic, social, and political conditions. We will need to look for more ways to streamline and automate processes, particularly for administrative tasks and legislative requirements. Programs may need to work together to accomplish tasks common to several divisions. We may also need to explore the use of temporary workers, consultants, and outsourcing for specialized jobs or tasks to prevent burnout of the existing workforce.

Divisions may need to form cross-divisional teams to avoid duplication of effort. However, even with the implementation of efficiency practices, current staffing levels will not accommodate new programs or services without dropping some of our present services. While we anticipate that all programs will change and grow, we have not seen a decline in demand for any of our current services, with the exception of microfilming.

Our current structure, task-oriented with specific job descriptions for each position, will need to become more fluid. We must have staff who can handle a variety of skills and be willing to work at whatever tasks are required each day. The agency has implemented self-managed teams in several areas. This method allows the team members to utilize each person's strengths and minimize weaknesses, and to rearrange work processes and assignments to provide the most effective and efficient service delivery. In addition, expanded responsibilities often allow each team member opportunities to use and develop skills other than those required for routine completion of job duties. We will look for additional program areas that could benefit from this less traditional organizational structure.

We must focus efforts on proper planning for information resources acquisition and implementation as the need for technology increases in all program areas. We will need to ensure we have adequate technical support for our wide-area network, Web-based services, client-server services, and the new videoconference systems being deployed throughout the state. In addition, we must ensure proper project management for all information resources projects to eliminate interruptions to service.

SUCCESSION PLANNING

The agency has not yet implemented the practice of succession planning. In the next year, the Human Resources staff will work with division directors to identify key positions throughout the agency for which succession planning is critical. Then, the division directors will work as a group to identify potential staff with the skills and abilities to assume a particular key position with a minimal amount of training. This will allow managers and supervisors to develop staff with the potential to provide adequate backup of critical skills throughout the agency. This is especially important as we evaluate the positions of staff who will be eligible to retire in the next five years. Agency leadership will need to ensure adequate resources are available to develop these human resources.

Mentoring programs will be established to provide a mechanism for transferring institutional knowledge and program-specific skills from retiring staff to advancing staff in an effort to avoid the "brain drain" syndrome.

LEADERSHIP DEVELOPMENT

The Human Resources staff will work closely with agency managers to identify individuals with potential for leadership positions using a variety of standard evaluation methods and tools. Replacement and succession charts will be developed within each division that will provide an opportunity for both managers and staff to examine the depth of talent, skills, and abilities of the current workforce.

Increased use of self-managed teams will also help us provide leadership development opportunities. Each team member, regardless of classification or job duties, will be allowed the opportunity to lead the team or subgroups in specific efforts. In this environment, all team members are encouraged to develop leadership skills through practical experience. Most staff welcomes the opportunity to expand their responsibilities and demonstrate their abilities and this has proven to be an effective tool in some programs.

VI. CONCLUSION

We believe we have one of the most qualified and professional workforces in state government. We recognize that as our programs and services evolve so will the skill requirements for our workforce. We will implement strategies to ensure our current and future workforce have access to the resources to acquire the skills necessary to remain successful in accomplishing our mission.

SURVEY OF ORGANIZATIONAL EXCELLENCE RESULTS

Survey of Organization Excellence – FY2002
Comparison of Constructs

No.	Construct Name	TSL Score	Rank	Agency size (FTE3)	Rank	Mid-sized agencies	Rank	Mission 1/10	Rank	All agencies	Rank	TSL in '00	Rank	TSL in '98	Rank
13	Quality	391	1	391	1	389	1	387	1	388	1	377	2	369	3
7	Benefits	380	2	355	5	379	3	380	3	381	3	369	4	368	4
12	Strategic Orientation	378	3	310	15	385	2	384	2	388	2	407	1	399	1
16	External Communications	365	4	316	13	370	5	369	5	372	5	374	3	371	2
19	Burnout	363	5	320	10	363	8	364	8	369	6	338	7	328	10
2	Fairness	361	6	291	19	355	10	352	11	356	12	294	18	285	18
15	Availability of Information	353	7	308	16	365	6	365	7	366	7	319	15	313	13
20	Empowerment	350	8	297	18	352	12	355	10	360	10	305	17	301	17
4	Diversity	350	9	337	7	352	11	351	12	356	13	329	12	325	11
17	Job Satisfaction	349	10	360	4	365	7	366	6	364	8	322	14	312	15
6	Physical Environment	348	11	305	17	373	4	374	4	374	4	362	5	345	6
18	Time and Stress	347	12	341	6	362	9	363	9	361	9	330	11	328	9
10	Goal Oriented	346	13	319	11	351	13	345	14	357	11	347	6	351	5
11	Holographic (Consistency)	345	14	333	8	344	15	344	15	351	15	323	13	320	12
9	Change Oriented	338	15	331	9	336	16	333	17	343	16	313	16	307	16
1	Supervisor Effectiveness	332	16	288	20	334	17	334	16	341	17	290	19	283	19
3	Team Effectiveness	331	17	312	14	331	18	330	18	336	18	333	8	339	7
8	Employment Development	325	18	366	2	350	14	349	13	354	14	331	9	312	14
14	Internal Communications	321	19	361	3	317	19	320	19	323	19	331	10	328	8
5	Fair Pay	230	20	318	12	267	20	254	20	266	20	278	20	277	20
	Average Construct Score	345		328		352		351		355		334		328	

After receiving the results of the FY 2002 Survey of Organizational Excellence, the management of the agency conducted a series of focus groups to discuss the staff's perception of the agency and our programs. This information was used to prepare the Strategic Plan.

INFORMATION RESOURCES STRATEGIC PLAN

I. GOALS, OBJECTIVES, AND STRATEGIES

ITEM	DESCRIPTION
IR Goal	**The Texas State Library and Archives Commission will deliver improved access to library services and efficient management of state and local records through the efficient use of information resources technologies.** The agency IR goal supports the stated goals of the agency to (1) improve the availability of library and information services; (2) improve information services by answering reference questions; and (3) provide cost-effective management of state and local records. The agency's goals, including the IR goals, support the statewide IR goals. The state goal to leverage information resources to deliver services to citizens irrespective of government boundaries is addressed through the library's efforts to identify and implement strategies that facilitate the public's access to information, especially through our web-based services. Another state goal is to enhance the performance of agencies' mandates and missions through appropriate use of information resources. The Library and Archives Commission addresses this goal through these same strategies, as well as through the agency's coordination with other organizations on IR projects and its internal efforts at improving its information resources and skills sets. The state goal to ensure the privacy, security, integrity and relevance of the information entrusted to government by the people of Texas is addressed through the agency's efforts to establish an efficient program for electronic imaging of historical documents, management of state and local records, and its internal efforts to ensure the security of its information resources. Through careful short-term and long-term planning, the agency will apply information technologies to address the needs of its customers and manage its resources efficiently.

IR Objective 01	The Library and Archives Commission will implement technologies and standards to ensure the availability of its information resources and materials to the public.
IR Strategy 01.01	This agency will adopt and use standards to ensure the development of consistent and efficient user interfaces for accessing the information services and materials made available by the agency.
IR Strategy 01.02	The Library and Archives Commission will plan for, acquire, install, and maintain equipment to provide adequate access to the information services and materials made available by the agency.
IR Strategy 01.03	The agency will develop and submit comprehensive and coordinated plans and reports as required by the state leadership to promote effective targeting of resources to meet customer needs.
IR Strategy 01.04	The agency will complete the enhance the application used by the Talking Book Program to access to usage information to its patrons via the Web.
IR Objective 02	The Library and Archives Commission will implement technologies and standards to ensure efficient management of state and local records.
IR Strategy 02.01	The agency will replace the application used by the State and Local Records Management Division with a more comprehensive system.
IR Strategy 02.02	The agency will improve the infrastructure used by the State and Local Records Management Division to improve operating efficiency of the automated system.
IR Objective 03	The Library and Archives Commission will implement technologies and standards to ensure the security of its information resources.
IR Strategy 03.01	The agency will plan for, acquire, install, and maintain appropriate equipment upgrades to ensure adequate security of information resources.
IR Strategy 03.02	The agency will develop, distribute, and promote security awareness standards and materials to ensure technical staff and user awareness and compliance with security policies.
IR Objective 04	The Library and Archives Commission will implement technologies and standards to ensure that the skills of its technical staff are adequate to support the mission of the agency.
IR Strategy 04.01	The agency will review individual staff needs in relation to agency needs and develop and implement individual training plans for technical staff in support of the agency's information resources priorities to ensure adequate technical support.

II. DATABASES AND APPLICATIONS

Application Name	Archives Tracking System
Application Type	Other, Client Server Usage tracking
Application Size	440,000 KB
Projected Growth	500,000 KB
Application Description	Assist Archives staff serve users and identify major interest areas by tracking the history of patron using the State Archives collections. Archives and Information Services staff are the primary users.
Database System	Microsoft Access 97
Development Language	Microsoft Access 97
Sharing	Not shared outside agency
Future	Application will be scheduled for conversion to Access 2000 when the agency implements Windows 2000

Application Name	Talking Book Application "ACCESS"
Application Type	Other, Client Server Circulation system
Application Size	18 GB
Projected Growth	25 GB
Application Description	Assist Talking Book Program staff manage the multimedia collection of books and magazines for delivery to authorized patrons with visual and/or physical disabilities. The application allows the selection of specific items or the automated selection of a class or type of material from the collection for distribution to the patrons. Database also tracks history of patrons use of collection to reduce duplicate distribution from the collection. Talking Book Program staff are the primary users.
Database System	Unify 2000 DBMS
Development Language	Unify/ACCELL
Sharing	Not shared out side agency
Future	Database software to be upgraded in FY2002-2003.

Application Name	Records Storage Management "AUTO-REC"
Application Type	Document Management
Application Size	3.540,000 KB
Projected Growth	3,840,000 KB
Application Description	Assists staff with the management of the storage of records and collects the information to bill the agencies for stored materials. Application accepts establishment of record series information, request for storage, identifies and tracks the flow of records stored by state agencies. State and Local Records staff are the primary users.
Database System	Unify 2000 DBMS
Development Language	Unify/ACCELL
Sharing	Application is not shared out side agency. However, over 48 agencies use email to submit various requests for system actions.
Future	Database software to be upgraded in FY2002-2003.

Application Name	Uniform State Personnel System "USPS"
Application Type	Human Resources
Application Description	Comptroller provided application. The application functions as the personnel and payroll application for TSLAC employees. Human Resources staff are primary users.
Database System	Uniform state system, managed by Comptroller
Development Language	Uniform state system, managed by Comptroller
Sharing	Uniform state system, managed by Comptroller
Future	Uniform state system, managed by Comptroller

Application Name	Uniform State Accounting System "USAS"
Application Type	Client Server Financial System
Application Description	Comptroller provided application. The application functions as the accounting and fund management for TSLAC employees. Daily transaction information is down loaded to an MS Access database file for use by Accounting and division fund management staff. Accounting and division fund management staff are primary users.
Database System	Uniform state system, managed by Comptroller
Development Language	Uniform state system, managed by Comptroller
Sharing	Uniform state system, managed by Comptroller
Future	Uniform state system, managed by Comptroller

Application Name	Uniform State Resource Management System "USRMS"
Application Type	Other, Client Server Inventory Management system
Application Description	Comptroller provided application. The application functions as the inventory and resource management for TSLAC employees. Purchasing and division equipment management staff are primary users.
Database System	Uniform state system, managed by Comptroller
Development Language	Uniform state system, managed by Comptroller
Sharing	Uniform state system, managed by Comptroller
Future	Uniform state system, managed by Comptroller

Application Name	On-line Cataloging and Interlibrary Loan Services "OCLC" - SIRSI
Application Type	Web-enabled
Application Size	27 GB
Projected Growth	27 GB
Application Description	A not for profit library automation product from OCLC provides agency and partners with cataloging capabilities and automated update to the agency on-line catalog. Primary users are key partner staff.
Database System	Database management system in use for this application
Development Language	Programming language(s) used in the application
Sharing	Application server operates at OCLC in Dublin, Ohio. TSLAC is a member of AMIGOS, the sole source provider of OCLC services in the southwestern United States. OCLC has over 26,000 participating libraries world wide.
Future	OCLC is testing improved access ranging from Internet to dedicated line access methods

Application Name	Public Library Statistics
Application Type	Web-enabled
Application Size	1,500 KB
Projected Growth	3,000 KB
Application Description	Documents historical data for public libraries in Texas. Collects this information for preparation of a report to the Department of Education (DOE). The Library Development staff and librarians are primary users.
Database System	MySQL
Development Language	PHP
Sharing	The data is made available over the Internet
Future	Database is modified annually to collect data required by DOE.

Application Name	Academic Library Statistics
Application Type	Web-enabled
Application Size	1,500 KB
Projected Growth	3,000 KB
Application Description	Documents historical data for academic libraries in Texas. Collects this information for preparation of a report to the Department of Education (DOE). The Library Development staff and librarians are primary users.
Database System	MySQL
Development Language	PHP
Sharing	The data is made available over the Internet
Future	Database is modified annually to collect data required by DOE.

Application Name	AdHoc Reporting System, AHRS
Application Type	Client Server Financial System
Application Size	135,000 KB
Projected Growth	155,000 KB
Application Description	Daily transaction data downloaded from USAS to Access db. Data is then available as report or spreadsheet to manage agency funds. Primary users are Accounting and agency managers.
Database System	Microsoft Access
Development Language	Microsoft Access
Sharing	Not shared outside agency
Future	Scheduled for conversion to Access 2000 when the agency implements Windows 2000

Application Name	Republic Claims
Application Type	Web-enabled
Application Size	10,302 KB
Projected Growth	10,302 KB
Application Description	Provides public access to the Texas Republic Claims data
Database System	MySQL
Development Language	PHP
Sharing	The data is made available over the Internet
Future	To be replaced by application developed by Blue Angel Technologies.

Application Name	Texas Maps
Application Type	Web-enabled
Application Size	12,000 KB
Projected Growth	12,200 KB
Application Description	Provides public access to the Texas Maps Collection data
Database System	MySQL
Development Language	PHP
Sharing	The data is made available over the Internet
Future	Application static. No future plans.

Application Name	Confederate Pensions
Application Type	Web-enabled
Application Size	3,500 KB
Projected Growth	3,700 KB
Application Description	Provides public access to the Confederate Pensions data
Database System	MySQL
Development Language	PHP
Sharing	The data is made available over the Internet.
Future	To be replaced by application developed by Blue Angel Technologies.

Application Name	Service Records
Application Type	Web-enabled
Application Description	Provides public access to the Texas Adjutant General Service Records 1836-1935 data
Database System	MySQL
Development Language	PHP
Sharing	The data is made available over the Internet
Future	To be replaced by application developed by Blue Angel Technologies.

III. INFORMATION RESOURCES POLICIES AND PRACTICES

CATEGORY	BRIEF SUMMARY/OVERVIEW
IR Priorities	The Texas State Library and Archives Commission relies on its management team to develop IR strategies. Agency division directors, including the director of the Information Resources Technologies (IRT) Division, present proposed IR strategies and related projects to the director and librarian. With this input from the division directors, the director and librarian or the assistant state librarian identifies the priorities for funding, purchasing, and development. The management team, including the director and librarian, assistant state librarian, and the division directors, is kept informed of the progress in addressing specific IR priorities. These priorities are reviewed during the regular management team meetings and revised as needed.
IR Planning Methodology	The director of IRT, as the agency's IRM, and the other division directors, participate in the development of the agency's strategic plan. The directors also provide input to the director and librarian and the assistant state librarian on the agency's IR strategic direction, which is consistent with agency goals and objectives. The IRM prepares a draft of the IR plan for review by management and finalizes the plan to reflect the additional guidance by management. Biennial Operating Plans and amendments require the coordinated efforts of the IRM, IRT staff, and the division directors involved in the various IR projects of the agency. All IR-related acquisitions require review and approval from the IRT division. System replacements and upgrades are also coordinated efforts between the user divisions and the IRT division.
Quality-Assurance Practices	The Library and Archives Commission is modifying its internal quality assurance program to reflect the guidelines recently made available by DIR. The Commission is using the risk assessment instrument available through DIR for the initial risk assessment of its major projects. A Project Development Plan is also developed for major projects. The Spiral Model for systems development used by the agency provides a structure for the identification and management of risks based on project alternatives and constraints. The model also provides a structure for project planning including the various components of the project master plan.

	IRT works with the other agency divisions and the assistant state librarian to formulate informal, but appropriate, cost/benefit analyses for projects. Costs and benefits are routinely described by the agency divisions as they develop plans for proposed projects which include a technology component. The IRM participates in weekly management team meetings with other division directors, the assistant state librarian, and the director and librarian, where ongoing and upcoming projects and budgets are discussed. Agency leadership is kept aware of project status. Project effectiveness is measured informally against projections established at project initiation. Reports are submitted to all participant and customer groups after project implementation. The agency is augmenting its procedures with more formal policies by adopting a comprehensive security program and DIR standards throughout its IT environment.
Personal Computer Replacement Schedule	The library is committed to maintaining a practical technology refresh rate to ensure that its staff has adequate computing resources to accomplish its job tasks efficiently and effectively. Desktop computer purchasing is based on need analyses by the agency divisions and approved and coordinated by the Information Resources Technologies Division (IRT). Based upon these analyses and its IR goal to deliver improved access to library services and efficient management of state and local records through the efficient use of information resources technologies, the library expects to replace approximately twenty percent (20%) of its desktops computers each year. In accordance with Art IX, Subsection 10.09, using standard industry assumptions for replacement costs and a five-year life cycle for agency personal computers, the agency is consistent with DIR guidelines (PC life Cycle and Lease vs. Purchase) in its determination that it is more practical and cost effective to purchases personal computers than to lease.
Procurement	The agency uses standard industry assumptions for replacement costs and a five-year life cycle for its personal computers. This is consistent with the DIR guideline Lease vs. Purchase which states that for this life cycle duration it is more cost effective to purchase personal computers than to lease. The agency will continue to review its options annually to select the most cost-effective approach to technology refreshment.
Disaster Recovery/ Business Continuity Planning	The agency management team sets priorities for disaster recovery planning. Consideration is given to the priority functions of the agency, including the applications and online databases accessed by Texas libraries and citizens. Standard Operating Procedures are in

	place for system backups to tape which are stored off site as well as on site for recovery purposes. A backup procedure is developed for each system as part of its implementation. Authorizations for tape retrieval from off site are periodically reviewed and updated as necessary. Documentation for recovery is server specific and also kept on site and off site. The agency is reviewing and updating its disaster recovery plan and business continuity plan. As part of this revision process, the agency will continue to examine the opportunities available for recovery alternatives through the Austin or West Texas Disaster Recovery Operations centers.
Data Center Operations	The Texas State Library and Archives Commission maintains its Data Center Operations using internal staff. This staff is responsible for the planning and designing, acquisition and implementation, and operation of information resources critical to the successful completion of the agency's mission. The staff supports information resources across two in-town facilities via dedicated telecommunications lines. Agency management receives recommendations from the Information Resources Technologies Division on the planning and operation of the Data Center. The agency will periodically review its options for this support, including the opportunities presented by the Disaster Recovery Center.
Standards	The agency follows the guidelines and standards provided by the Department of Information Resources in its use of Information Resources Technologies. The agency adopted information security policies based on the templates provided by the Security Office of DIR. We are also using the risk assessment instrument provided by DIR for our major projects, as well as their template for Project Development Plans for these projects. We are reviewing the DIR Quality Assurance guidelines for adoption. We adhere to the DIR guidelines for PC Life Cycle and reviews of Lease vs. Purchase of technology. The agency IRM complies with DIR continuing professional education requirements. We also comply with all reporting requirements for submission of the IR Biennial Operation Plan as well as Incident reporting as outlined by DIR.

Texas State Library and Archives Commission

Comments or complaints regarding the programs and services of the Texas State Library and Archives Commission may be addressed to:

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Texas
State Library
and Archives
Commission

For more information about the programs of the Texas State Library and Archives Commission, please visit our Web site at:

www.tsl.state.tx.us

Agency Strategic Plan
Fiscal Years 2003-2007
June 2002

U.S. Department of Education
Office of Educational Research and Improvement (OERI)
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